



WIKIPEDIA
The Free Encyclopedia

Not logged in Talk Contributions Create account Log in

Article Talk

Read

View source

View history

Search Wikipedia



Ford Motor Company

From Wikipedia, the free encyclopedia

Coordinates: 42° 18' 53"N 83° 12' 38"W

Main page
Contents
Featured content
Current events
Random article
Donate to Wikipedia
Wikipedia store

Interaction

Help
About Wikipedia
Community portal
Recent changes
Contact page

Tools

What links here
Related changes
Upload file
Special pages
Permanent link
Page information
Wikidata item
Cite this page

Print/export

Create a book
Download as PDF
Printable version

In other projects

Wikimedia Commons

Languages

Afrikaans
العربية
Aragonés
Asturianu
Azərbaycanca
ବର୍କଜ୍ଞ
বাংলা
Bân-lâm-gú¹
Беларуская

"Ford" redirects here. For other uses, see [Ford \(disambiguation\)](#).

The **Ford Motor Company** (commonly referred to simply as **"Ford"**) is an American multinational automaker headquartered in Dearborn, Michigan, a suburb of Detroit. It was founded by [Henry Ford](#) and incorporated on June 16, 1903. The company sells automobiles and commercial vehicles under the [Ford](#) brand and most luxury cars under the [Lincoln](#) brand. Ford also owns Brazilian [SUV](#) manufacturer, [Troller](#), and Australian performance car manufacturer [FPV](#). In the past, it has also produced tractors and automotive components. Ford owns an 8% stake in [Aston Martin](#) of the United Kingdom, [\[needs update\]](#) and a 49% stake in [Jiangling](#) of China [\[citation needed\]](#). It also has a number of joint-ventures, one in China ([Changan Ford](#)), one in Taiwan ([Ford Lio Ho](#)), one in Thailand ([AutoAlliance Thailand](#)), one in Turkey ([Ford Otosan](#)), and one in Russia ([Ford Sollers](#)). It is listed on the [New York Stock Exchange](#) and is controlled by the [Ford family](#), although they have minority ownership (but majority of the voting power). [\[4\]](#)[\[3\]](#)

Ford introduced methods for large-scale manufacturing of cars and large-scale management of an industrial workforce using elaborately engineered manufacturing sequences typified by moving [assembly lines](#); by 1914, these methods were known around the world as [Fordism](#). Ford's former UK subsidiaries [Jaguar](#) and [Land Rover](#), acquired in 1989 and 2000 respectively, were sold to [Tata Motors](#) in March 2008. Ford owned the Swedish automaker [Volvo](#) from 1999 to 2010.^[5] In 2011, Ford discontinued the

Ford Motor Company



Go Further



The [Ford World Headquarters](#) in Dearborn, Michigan, also known as the [Glass House](#)

Type	Public
Traded as	NYSE: F S&P 100 Component S&P 500 Component
Industry	Automotive
Founded	June 16, 1903; 114 years ago
Founder	Henry Ford
Headquarters	Dearborn, Michigan, U.S.
Area served	Worldwide
Key people	William Clay Ford Jr. (Executive Chairman) Jim Hackett (President & CEO)
Products	Automobiles Luxury Vehicles Commercial Vehicles Automotive parts
Services	Automotive finance Vehicle leasing Vehicle service
Revenue	▲ US\$156.776 billion (2017) ^[1]
Operating income	▼ US\$4.813 billion (2017) ^[1]
Net income	▲ US\$7.602 billion (2017) ^[1]

Беларуская (тарашкевіца)
Български
Bosanski
Brezhoneg
Català
Čeština
Dansk
Deutsch
Eesti
Ελληνικά
Español
Esperanto
Euskara
فارسی
Français
Galego
Gĩkûyû
한국어
Հայերեն
Hrvatski
Ido
Bahasa Indonesia
Íslenska
Italiano
עברית
କନ୍ଦି
କୁର୍ରତୁଳନା
Қазақша
Kurdî
ରୀଶମାଲୀ
Latina
Latviešu
Lietuvių
Lingála
Magyar
ମରାଠୀ
Bahasa Melayu
Монгол
Náhuatl
Nederlands
日本語
Norsk
Norsk nynorsk
Occitan
Polski
Português
Română
Русский
Саха тыла
Scots
Shqip
Simple English
Slovenčina

Mercury brand, under which it had marketed entry-level luxury cars in the United States, Canada, Mexico, and the Middle East since 1938.

During the [financial crisis](#) at the beginning of the 21st century, it was close to bankruptcy, but it has since returned to profitability.^[6]

Ford is the second-largest U.S.-based automaker (preceded by [General Motors](#)) and the [fifth-largest](#) in the world (behind [Toyota](#), [VW](#), [Hyundai-Kia](#) and [General Motors](#)) based on 2015 vehicle production. At the end of 2010, Ford was the fifth largest automaker in Europe.^[7] Ford is the eighth-ranked overall American-based company in the 2010 [Fortune 500](#) list, based on global revenues in 2009 of \$118.3 billion.^[8] In 2008, Ford produced 5.532 million automobiles^[9] and employed about 213,000 employees at around 90 plants and facilities worldwide.

The company went public in 1956 but the Ford family, through special Class B shares, still retain 40 percent voting rights.^{[10][3]}

Contents

- 1 History
 - 1.1 20th century
 - 1.2 21st century
 - 1.3 Logo evolution
- 2 Corporate affairs
 - 2.1 Executive management
 - 2.2 Financial results
- 3 Operations
 - 3.1 North America
 - 3.2 Europe
 - 3.3 East and Southeast Asia
 - 3.4 South and West Asia
 - 3.5 South America
 - 3.6 Africa
- 4 Former operations
 - 4.1 East and Southeast Asia
 - 4.2 Oceania
- 5 Products and services
 - 5.1 Automobiles
 - 5.2 Current Marques
 - 5.3 Former Marques

Total assets	▲ US\$257.808 billion (2017) ^[1]
Total equity	▲ US\$34.890 billion (2017) ^[1]
Owner	The Vanguard Group (5.82%) ^[2] Evercore Wealth Management (5.58%) Ford family (1% equity; 40% voting power) ^{[2][3]}
Number of employees	~202,000 (December 2017) ^[1]
Divisions	Ford Lincoln Motorcraft
Subsidiaries	<p>List</p> <p>Transportation</p> <ul style="list-style-type: none"> • Ford Australia • Ford Performance Vehicles (Until 2014) • Ford do Brasil • Troller • Ford of Europe • Ford of Britain • Ford Germany • Ford Romania • Ford Racing • Ford Team RS • Special Vehicle Team • Ford Lio Ho (70%) • AutoAlliance Thailand (50%) • Blue Diamond Trucks (50%) • Ford Sollers (50%) • Jiangling Motors (49%) • Otosan (41%) • Changan Ford (35%) <p>Finance</p> <ul style="list-style-type: none"> • Ford Credit <p>Other</p> <ul style="list-style-type: none"> • Automotive Components Holdings • Getrag (50%) <p>International</p> <ul style="list-style-type: none"> • Ford of Argentina • Ford of Canada • Ford of India • Ford of Japan • Ford of Korea • Ford of New Zealand • Ford of Philippines • Ford of Taiwan
Website	ford.com

Slovenčina
Soomaaliga
کوردی
Српски / srpski
Srpskohrvatski / српскохрватски
Suomi
Svenska
தமிழ்
ไทย
Türkçe
Українська
اردو
Tiếng Việt
שִׁׁינְׁסִׁׁינְׁסִׁׁ
粵語¹
中文

 Edit links

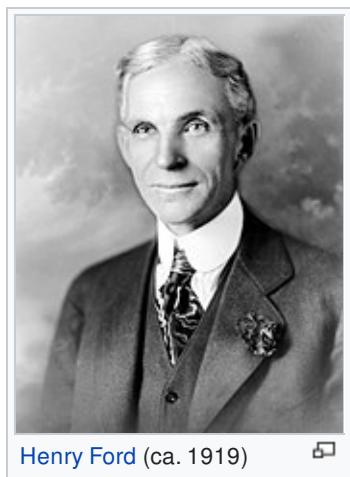
- 5.4 [Trucks](#)
- 5.5 [Buses](#)
- 5.6 [Tractors](#)
- 5.7 [Financial services](#)
- 5.8 [Automotive components](#)
- 6 [Motorsport](#)
 - 6.1 [Stock car racing](#)
 - 6.2 [Formula One](#)
 - 6.3 [Rally](#)
 - 6.4 [Rallycross](#)
 - 6.5 [Sports cars](#)
 - 6.6 [Touring cars](#)
 - 6.7 [Other](#)
- 7 [Environmental initiatives](#)
 - 7.1 [Compressed natural gas](#)
 - 7.2 [Flexible fuel vehicles](#)
 - 7.3 [Electric drive vehicles](#)
 - 7.4 [Hydrogen](#)
 - 7.5 [Increased fuel efficiency](#)
 - 7.6 [PC power management](#)
- 8 [Sponsorships](#)
- 9 [Sales numbers](#)
- 10 [See also](#)
- 11 [References](#)
- 12 [Further reading](#)
- 13 [External links](#)

History

Main article: [History of Ford Motor Company](#)

20th century

Henry Ford's first attempt at a car company under his own name was the [Henry Ford Company](#) on November 3, 1901, which became the [Cadillac Motor Company](#) on August 22, 1902, after Ford left with the rights to his name.^[11] The Ford Motor Company was launched in a converted factory in 1903 with \$28,000 in cash from twelve investors, most notably [John](#) and [Horace Dodge](#) (who would later found [their own](#) car company). During its early years, the company produced just a few cars a day at its factory on [Mack Avenue](#) and later its [factory on Piquette Avenue](#) in [Detroit, Michigan](#). Groups of two or three men worked on each car, assembling it from parts made mostly by supplier companies contracting for Ford. Within a decade, the company would lead the world in the expansion and refinement of the [assembly line](#) concept, and Ford soon brought much of the part production in-house in a [vertical integration](#) that seemed a better path for the era.



Henry Ford (ca. 1919)

Henry Ford was 39 years old when he founded the Ford Motor Company, which would go on to become one of the world's largest and most profitable companies. It has been in continuous family control for over 100 years and is one of the largest family-controlled companies in the world.

The first gasoline powered [automobile](#) had been created in 1885 by the [German](#) inventor [Carl Benz](#) ([Benz Patent-Motorwagen](#)). More efficient production methods were needed to make automobiles affordable for the middle class, to which Ford contributed by, for instance, introducing the first moving [assembly line](#) in 1913 at the Ford [factory in Highland Park](#).



A 1910 [Model T](#), photographed in Salt Lake City

Between 1903 and 1908, Ford produced the Models A, B, C, F, K, N, R, and S. Hundreds or a few thousand of most of these were sold per year. In 1908, Ford introduced the mass-produced [Model T](#), which totalled millions sold over nearly 20 years. In 1927, Ford replaced the T with the [Model A](#), the first car with safety glass in the windshield.^[12] Ford launched the [first low-priced car with a V8 engine](#) in 1932.

In an attempt to compete with General Motors' mid-priced Pontiac, Oldsmobile, and Buick, Ford created the Mercury in 1939 as a higher-priced companion car to Ford. Henry Ford purchased the Lincoln Motor Company in 1922, in order to compete with such brands as Cadillac and Packard for the luxury segment of the automobile market.

In 1929, Ford was contracted by the government of the Soviet Union to set up the [Gorky Automobile Plant](#) in Russia initially producing Ford Model A and AAs thereby playing an important role in the industrialisation of that country.^[13]

The creation of a scientific laboratory in Dearborn, Michigan in 1951, doing unfettered basic research, led to Ford's unlikely involvement in [superconductivity](#) research. In 1964, [Ford Research Labs](#) made a key breakthrough with the invention of a superconducting quantum interference device or [SQUID](#).^[14]

Ford offered the Lifeguard safety package from 1956, which included such innovations as a standard deep-dish steering wheel, optional front, and, for the first time in a car, rear seatbelts, and an optional padded dash.^[15] Ford introduced child-proof door locks into its products in 1957, and, in the same year, offered the first retractable hardtop on a mass-produced six-seater car.

In late 1955, Ford established the Continental division as a separate luxury car division. This division was responsible for the manufacture and sale of the famous Continental Mark II. At the same time, the Edsel division was created to design and market that car starting with the 1958 model year. Due to limited sales of the Continental and the Edsel disaster, Ford merged Lincoln, Mercury, and Edsel into "M-E-L," which reverted to "Lincoln-Mercury" after Edsel's November 1959 demise.

The Ford Mustang was introduced in April, 17, 1964 during New York World's Fair.^[16] In 1965, Ford introduced the seat belt reminder light.

With the 1980s, Ford introduced several highly successful vehicles around the world.

During the 1980s, Ford began using the advertising slogan, "Have you driven a Ford, lately?" to introduce new customers to their brand and make their vehicles appear more modern. In 1990 and 1994 respectively, Ford also acquired [Jaguar Cars](#) and [Aston Martin](#).^[17] During the mid- to late 1990s, Ford continued to sell large numbers of vehicles, in a booming [American](#) economy with a soaring stock market and low fuel prices.

With the dawn of the new century, legacy [health care costs](#), higher fuel prices, and a faltering economy led to falling market shares, declining sales, and diminished profit margins. Most of the corporate profits came from financing consumer automobile loans through [Ford Motor Credit Company](#).^[18]

21st century

By 2005, both Ford and [GM](#)'s corporate bonds had been downgraded to junk status,^[19] as a result of high U.S. health care costs for an [aging workforce](#), soaring gasoline prices, eroding market share, and an over dependence on declining [SUV](#) sales. Profit margins decreased on large vehicles due to increased "incentives" (in the form of rebates or low interest financing) to offset declining demand.^[20] In the latter half of 2005, Chairman Bill Ford asked newly appointed Ford Americas Division President [Mark Fields](#) to develop a plan to return the company to profitability. Fields previewed the Plan, named *The Way Forward*, at the December 7, 2005, board meeting of the company and it was unveiled to the public on January 23, 2006. "The Way Forward" included resizing the company to match market realities, dropping some unprofitable and inefficient models, consolidating production lines, closing 14 factories and cutting 30,000 jobs.^[21]



William Clay Ford Jr., great-grandson of Henry Ford, serves as the [executive chairman](#) at the board of Ford Motor Company.

Ford moved to introduce a range of new vehicles, including "Crossover SUVs" built on [unibody](#) car platforms, rather than more [body-on-frame](#) chassis. In developing the hybrid electric powertrain technologies for the [Ford Escape Hybrid](#) SUV, Ford licensed similar Toyota hybrid technologies^[22] to avoid patent infringements.^[23] Ford announced that it will team up with electricity supply company [Southern California Edison](#) (SCE) to examine the future of [plug-in hybrids](#) in terms of how home and vehicle energy systems will work with the electrical grid. Under the multimillion-dollar, multi-year project, Ford will convert a demonstration fleet of [Ford Escape Hybrids](#) into plug-in hybrids, and SCE will evaluate how the vehicles might interact with the home and the utility's electrical grid. Some of the vehicles will be evaluated "in typical customer settings", according to Ford.^{[24][25]}

[William Clay Ford Jr.](#), great-grandson of Henry Ford (and better known by his nickname "Bill"), was appointed Executive Chairman in 1998, and also became Chief Executive Officer of the company in 2001, with the departure of [Jacques Nasser](#), becoming the first member of the Ford family to head the company since the retirement of his uncle, [Henry Ford II](#), in 1982. Ford sold motorsport engineering company [Cosworth](#) to [Gerald Forsythe](#) and [Kevin Kalkhoven](#) in 2004, the start of a decrease in Ford's motorsport involvement. Upon the retirement of President and Chief Operation Officer Jim Padilla in April 2006, Bill

Ford assumed his roles as well. Five months later, in September, Ford named [Alan Mulally](#) as President and CEO, with Ford continuing as Executive Chairman. In December 2006, the company raised its borrowing capacity to about \$25 billion, placing substantially all corporate assets as collateral.^[26] Chairman Bill Ford has stated that "bankruptcy is not an option".^[27] Ford and the [United Auto Workers](#), representing approximately 46,000 hourly workers in North America, agreed to a historic contract settlement in November 2007 giving the company a substantial break in terms of its ongoing retiree health care costs and other economic issues. The agreement included the establishment of a company-funded, independently run [Voluntary Employee Beneficiary Association](#) (VEBA) trust to shift the burden of retiree health care from the company's books, thereby improving its balance sheet. This arrangement took effect on January 1, 2010. As a sign of its currently strong cash position, Ford contributed its entire current liability (estimated at approximately US\$5.5 billion as of December 31, 2009) to the VEBA in cash, and also pre-paid US\$500 million of its future liabilities to the fund. The agreement also gives hourly workers the job security they were seeking by having the company commit to substantial investments in most of its factories.

The automaker reported the largest annual loss in company history in 2006 of \$12.7 billion,^[28] and estimated that it would not return to profitability until 2009.^[29] However, Ford surprised [Wall Street](#) in the second quarter of 2007 by posting a \$750 million profit. Despite the gains, the company finished the year with a \$2.7 billion loss, largely attributed to finance restructuring at [Volvo](#).^[30]

On June 2, 2008, Ford sold its Jaguar and Land Rover operations to [Tata Motors](#) for \$2.3 billion.^{[31][32]}

During congressional hearings held in November 2008 at Washington D.C., and in a show of support, Ford's Alan Mulally stated that "We at Ford are hopeful that we have enough liquidity. But we also must prepare ourselves for the prospect of further deteriorating economic conditions". Mulally went on to state that "The collapse of one of our competitors would have a severe impact on Ford" and that Ford Motor Company's supports both Chrysler and General Motors in their search for government bridge loans in the face of conditions caused by the [2008 financial crisis](#).^{[33][34]} Together, the three companies presented action plans for the sustainability of the industry. Mulally stated that "In addition to our plan, we are also here today to request support for the industry. In the near-term, Ford does not require access to a government bridge loan. However, we request a credit line of \$9 billion as a critical backstop or safeguard against worsening conditions as we drive transformational change in our company"^[35] GM and Chrysler received government loans and financing through [T.A.R.P.](#) legislation funding provisions.^[36]

On December 19, the cost of [credit default swaps](#) to insure the debt of Ford was 68 percent the sum insured for five years in addition to annual payments of 5 percent. That meant \$6.8 million paid upfront to insure \$10 million in debt, in addition to payments of \$500,000 per year.^[37] In January 2009, Ford reported a \$14.6 billion loss in the preceding year, a record for the company. The company retained sufficient liquidity to fund its operations. Through April 2009, Ford's strategy of debt for equity exchanges erased \$9.9 billion in liabilities (28% of its total) in order to leverage its cash position.^[38] These actions yielded Ford a \$2.7 billion profit in fiscal year 2009, the company's first full-year profit in four years.^[39]

In 2012, Ford's corporate bonds were upgraded from junk to investment grade again, citing sustainable, lasting improvements.^[40]

On October 29, 2012, Ford announced the sale of its climate control components business, its last remaining automotive components operation, to Detroit Thermal Systems LLC for an undisclosed price.^[41]

On November 1, 2012, Ford announced that [CEO Alan Mulally](#) will stay with the company until 2014. Ford also named [Mark Fields](#), the president of operations in Americas, as its new chief operating officer.^[42] Ford's CEO Mulally was paid a compensation of over \$174 million in his previous seven years at Ford since 2006. The generous amount has been a sore point for some workers of the company.^[43]

On January 3, 2017, Ford [CEO Mark Fields](#) announced that in a "vote of confidence" because of the pro-business climate being fostered in part by [President-elect Donald Trump](#), Ford has cancelled plans to invest \$1.6 billion in a new plant in [Mexico](#) to manufacture the [Ford Focus](#). The [Ford Focus](#) will now be manufactured in the existing plant in Mexico. Instead, Fields announced that Ford will be investing \$700 million in [Michigan](#), which it plans to use to create 700 new jobs.^[44]

In February 2017, Ford Motor Co. acquired majority ownership of Argo AI, an [artificial-intelligence](#) startup.^[45]

In May 2017, Ford announced cuts to its global workforce amid efforts to address the company's declining share price and to improve profits. The company is targeting \$3 billion in cost reduction and a nearly 10% reduction in the salaried workforce in Asia and North America this year to enhance earnings in 2018.^{[46][47]} Jim Hackett was announced to replace Mark Fields as CEO of Ford Motor. Mr. Hackett most recently oversaw the formation of Ford Smart Mobility, a unit responsible for experimenting with car-sharing programs, self-driving ventures and other programs aimed at helping the 114-year-old auto maker better compete with [Uber Technologies Inc.](#), [Alphabet Inc.](#) and other tech giants looking to edge in on the auto industry.^{[48][49]}

Logo evolution



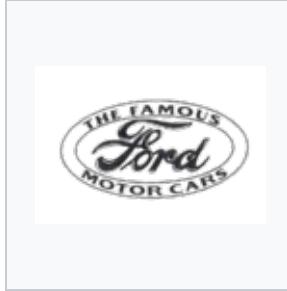
1903



1907



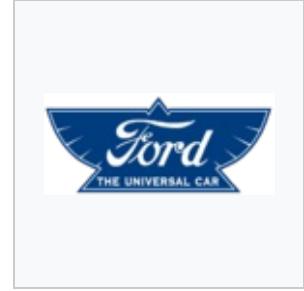
1909



1911



1912



1912 variant



1927



1957



1976



2000



2003–present

Corporate affairs

Executive management

Members of the Ford board as of May 2017 are: Stephen Butler, [Kimberly Casiano](#), Anthony F. Earley, Jr., [Edsel Ford II](#), William Clay Ford Jr. (Executive Chairman), [Jim Hackett](#) (President and CEO), James H. Hance, Jr., William W. Helman IV, Jon M. Huntsman, Jr., William E. Kennard, John C. Lechleiter, Ellen Marram, Gerald L. Shaheen, [John L. Thornton](#), Lynn Vojvodich, and John S. Weinberg. [\[50\]](#)

Financial results

In 2010, Ford earned a net profit of \$6.6 billion and reduced its debt from \$33.6 billion to \$14.5 billion lowering interest payments by \$1 billion following its 2009 net profit of \$2.7 billion. [\[51\]](#)[\[52\]](#) In the U.S., the F-Series was the best-selling vehicle for 2010. Ford sold 528,349 F-Series trucks during the year, a 27.7% increase over 2009, out of a total sales of 1.9 million vehicles, or every one out of four vehicles Ford sold. Trucks sales accounts for a big slice of Ford's profits, according to USA Today. [\[53\]](#) In 2017 it is estimated that 90 percent of the company's global profits comes from the Ford F-Series. [\[54\]](#) Ford's realignment also included the sale of its wholly owned subsidiary, [Hertz Rent-a-Car](#) to a

private equity group for \$15 billion in cash and debt acquisition. The sale was completed on December 22, 2005. A 50–50 joint venture with [Mahindra & Mahindra](#) of India, called [Mahindra Ford India, Limited](#) (MIFL), ended with Ford buying out Mahindra's remaining stake in the company in 2005.^[55] Ford had previously upped its stake to 72% in 1998.^[56] Between 2007 and 2012, Ford benefitted from \$1.57 billion in local tax incentives.^{[57][58]}

Operations

Ford has had manufacturing [operations](#) worldwide, including in the United States, Canada, Mexico, China, the United Kingdom, Germany, Turkey, Brazil, Argentina, Australia, and South Africa. Ford also has a cooperative agreement with Russian automaker [GAZ](#).

North America

In the first five months of 2010, auto sales in the U.S. rose to 4.6 million cars and light trucks, an increase of 17% from a year earlier. The rise was mainly caused by the return of commercial customers that had all but stopped buying in 2009 during the recession. Sales to individual customers at dealerships have increased 13% while fleet sales have jumped 32%.^[59] Ford reported that 37% of its sales in May came from fleet sales when it announced its sales for the month increased 23%.^[60] In the first seven months of 2010, vehicle sales of Ford increased 24%, including retail and fleet sales. Fleet sales of Ford for the same period rose 35% to 386,000 units while retail sales increase 19%. Fleet sales account for 39 percent of Chrysler's sales and 31 percent for GM's.^[61]



Ford dealer in [Garden City, New York](#), ca. 1930–1945

Europe

Main article: [Ford of Europe](#)

At first, [Ford in Germany](#) and [Ford in Britain](#) built different models from one another until the late 1960s, with the [Ford Escort](#) and then the [Ford Capri](#) being common to both companies. Later on, the [Ford Taunus](#) and [Ford Cortina](#) became identical, produced in [left hand drive](#) and right hand drive respectively. Rationalisation of model ranges meant that production of many models in the UK switched to elsewhere in Europe, including Belgium and Spain as well as Germany. The [Ford Sierra](#) replaced the Taunus and Cortina in 1982, drawing criticism for its radical aerodynamic styling, which was soon given nicknames, the "Jellymould" and "The Salesman's Spaceship."



Ford's [Dunton Technical Centre](#) in [Laindon, United Kingdom](#), the largest automotive research and development facility in the country^[62]

In February 2002, Ford ended car production in the UK. It was the first time in 90 years that Ford cars had not been made in Britain, although production of the [Transit](#) van continued at the company's [Southampton](#) facility until mid-2013, engines at [Bridgend](#) and

Dagenham, and transmissions at [Halewood](#). Development of European Ford is broadly split between [Dunton](#) in Essex (powertrain, Fiesta/Ka, and commercial vehicles) and [Cologne](#) (body, chassis, electrical, Focus, Mondeo) in Germany. Ford also produced the [Thames](#) range of commercial vehicles, although the use of this brand name was discontinued circa 1965. Elsewhere in continental Europe, Ford assembles the [Mondeo](#) range in [Genk](#) (Belgium), Fiesta in [Valencia](#) (Spain) and [Cologne](#) (Germany), Ka in [Valencia](#) (Spain), Focus in [Valencia](#) (Spain), [Saarlouis](#) (Germany), and [Vsevolozhsk](#) (Russia). Transit production is in [Kocaeli](#) (Turkey), [Southampton](#) (UK), and Transit Connect in [Kocaeli](#) (Turkey).



The Ford Research Center in Aachen, Germany

Ford also owns a joint-venture production plant in Turkey. [Ford Otosan](#), established in the 1970s, manufactures the [Transit Connect](#) compact panel van as well as the "Jumbo" and long-wheelbase versions of the full-size Transit. This new production facility was set up near [Kocaeli](#) in 2002, and its opening marked the end of Transit assembly in Genk.

Another joint venture plant near [Setúbal](#) in Portugal, set up in collaboration with [Volkswagen](#), formerly assembled the [Galaxy](#) people-carrier as well as its sister ships, the [VW Sharan](#) and [SEAT Alhambra](#). With the introduction of the third generation of the Galaxy, Ford has moved the production of the people-carrier to the Genk plant, with Volkswagen taking over sole ownership of the Setúbal facility.

In 2008, Ford acquired a majority stake in [Automobile Craiova](#), Romania. Starting 2009, the [Ford Transit Connect](#) was Ford's first model produced in [Craiova](#), followed, in 2012, by low-capacity car engines and a new small class car, the [B-Max](#).^[63]

Its 1959 [Anglia](#) two-door saloon was one of the most quirky-looking small family cars in Europe at the time of its launch, but buyers soon became accustomed to its looks and it was hugely popular with British buyers in particular. It was still selling well when replaced by the more practical [Escort](#) in 1967.

The third incarnation of the Ford Escort was launched in 1980 and marked the company's move from rear-wheel drive saloons to front-wheel drive hatchbacks in the small family car sector.

The fourth generation Escort was produced from 1990 until 2000, although its successor – the [Focus](#) – had been on sale since 1998. On its launch, the Focus was arguably the most dramatic-looking and fine-handling small family cars on sale and sold in huge volumes right up to the launch of the next generation Focus at the end of 2004.

The 1982 [Ford Sierra](#) – replacement for the long-running and massively popular [Cortina](#) and [Taunus](#) models – was a style-setter at the time of its launch. Its ultramodern aerodynamic design was a world away from a boxy, sharp-edged Cortina, and it was massively popular just about everywhere it was sold. A series of updates kept it looking relatively fresh until it was replaced by the front-wheel drive [Mondeo](#) at the start of 1993.

The rise in popularity of small cars during the 1970s saw Ford enter the mini-car market in 1976 with its [Fiesta](#) hatchback. Most of its production was concentrated at [Valencia](#) in

Spain, and the Fiesta sold in huge figures from the very start. An update in 1983 and the launch of an all-new model in 1989 strengthened its position in the small car market.

On October 24, 2012, Ford announced that it would be closing its [Genk](#) assembly plant in eastern [Belgium](#) by the end of 2014.^[64]

East and Southeast Asia

Ford formed its first passenger-vehicle joint venture in China in 2001, six years behind GM and more than a decade after VW. It has spent as of 2013 \$4.9 billion to expand its lineup and double production capacity in China to 600,000 vehicles. This includes Ford's largest-ever factory complex in the southwestern city of Chongqing. Ford had 2.5% of the Chinese market in 2013, while VW controlled 14.5% and GM had 15.6%, according to consultant LMC Automotive. GM outsells Ford in China by more than six-to-one.^[65] Ford's presence in Asia has traditionally been much smaller, confined to [Malaysia](#), Singapore, Hong Kong, the [Philippines](#), and [Taiwan](#), where Ford has had a joint venture with [Lio Ho](#) since the 1970s. Ford began assembly of cars in [Thailand](#) in 1960, but withdrew from the country in 1976, and did not return until 1995 when it formed a joint venture with Mazda called Auto Alliance.^[66] Now based in the Bo-win Sub District of the Sriracha District in [Chonburi](#), the factory still produces passenger automobiles. The factory built in 1941 in Singapore was shortly taken over by the Japanese during the war and was the site of a surrender of the British to the Japanese, at the [factory site](#) which is now a national monument in Singapore. On April 30, 2013, Ford Motor Co. launched their car and truck line in [Myanmar](#). Previously, heavy importation taxes had stifled imported car purchases in Myanmar, but due to currency reform, lifting of previous import restrictions, and the abolishment of [shadow currency](#), Myanmar's car market had grown in demand.^[67]

Ford of Korea

In 1967, Ford partnered with the South Korean company [Hyundai](#), and at the new factory in [Ulsan, South Korea](#), built the European [Ford Cortina](#) until 1974 when Hyundai introduced their all-new [Hyundai Pony](#) in 1975. Ford then developed a relationship with Korea's oldest car manufacturer [Kia](#) which built vehicles co-engineered with [Mazda](#), later selling the [Ford Festiva](#) from 1988–1993, and the [Ford Aspire](#) from 1994–1997 for export to the United States. With the acquisition of a stake in Japanese manufacturer [Mazda](#) in 1979, Ford began selling Mazda's [Familia](#) and [Capella](#) as the [Ford Laser](#) and [Telstar](#) throughout the region, replacing the European-sourced Escort and Cortina. Ford lost their Kia interest to Hyundai in 1998 during the [Asian financial crisis](#). Kia had declared bankruptcy in 1997; in 1998, [Hyundai Motor Company](#) acquired 51% of the company, outbidding Ford which had owned an interest in Kia Motors since 1986.^[68] After subsequent divestments,^[69] Hyundai Motor Company owns less than 50% of the company but remains Kia's largest stakeholder.

Ford currently sells the Focus and Mondeo with diesel engines, plus the Mustang, Taurus, Escape, and Explorer, as well as the Lincoln MKS, MKZ, and MKC.^[70]

South and West Asia

[Ford India](#) began production in 1998 at [Chennai, Tamil Nadu](#), with its Ford Escort model, which was later replaced by the locally produced [Ford Ikon](#) in 2001. It has since added the

Fusion, Fiesta, Mondeo and Endeavour models to its product line.

On March 9, 2010, Ford Motor Co. launched its first made-for-India compact car. Starting at ₹349,900, the [Figo](#) was Ford's first car designed and priced for the mass Indian market.^[71] On July 28, 2011, Ford India signed a memorandum of understanding (MoU) with the State of [Gujarat](#) for the construction of an assembly and engine plant in [Sanand](#) and planned to invest approximately US\$1 billion on a 460-acre site.^[72]

Ford's market presence in the Middle East has traditionally been small, partly due to previous Arab boycotts of companies dealing with Israel. Ford and Lincoln vehicles are currently marketed in ten countries in the region.^[73] [Saudi Arabia](#), Kuwait, and the [United Arab Emirates](#) are the biggest markets. Ford also established itself in [Egypt](#) in 1926 but faced an uphill battle during the 1950s due to the hostile nationalist business environment.^[74] Ford's distributor in Saudi Arabia announced in February 2003 that it had sold 100,000 Ford and Lincoln vehicles since commencing sales in November 1986. Half of the Ford and Lincoln vehicles sold in that country were [Ford Crown Victorias](#).^[75] In 2004, Ford sold 30,000 units in the region, falling far short of [General Motors](#)' 88,852 units and [Nissan Motors](#)' 75,000 units.

South America

During much of the 20th century, Ford faced protectionist government measures in South America, with the result that it built different models in different countries, without particular regard to rationalization or [economy of scale](#) inherent to producing and sharing similar vehicles between the nations. In many cases, new vehicles in a country were based on those of the other manufacturers it had entered into production agreements with, or whose factories it had acquired. For example, the [Corcel](#) and [Del Rey](#) in Brazil were originally based on [Renault](#) vehicles.

In 1987, [Ford of Brazil](#) and [Ford of Argentina](#) merged their operations with the Brazilian and Argentine operations of [Volkswagen Group](#), forming a new joint-venture company called [Autolatina](#) with a shared model range. Sales figures and profitability were disappointing, and Autolatina was dissolved in 1995. With the advent of [Mercosur](#), the regional common market, Ford was finally able to rationalize its product line-ups in those countries. Consequently, the [Ford Fiesta](#) and [Ford EcoSport](#) are built only in Brazil, and the [Ford Focus](#) only built in [Argentina](#), with each plant exporting in large volumes to the neighboring countries. Models like the [Ford Mondeo](#) from Europe could now be imported completely built up. Ford of Brazil produces a pick-up truck version of the Fiesta, the [Courier](#), which is also produced in South Africa as the [Ford Bantam](#) in [right hand drive](#) versions.

Africa

In Africa, Ford's market presence has traditionally been strongest in South Africa and neighbouring countries, with only trucks being sold elsewhere on the continent. Ford in South Africa began by importing kits from Canada to be assembled at its Port Elizabeth facility. Later Ford sourced its models from the UK and Australia, with local versions of the [Ford Cortina](#) including the [XR6](#), with a 3.0 V6 engine, and a [Cortina-based 'bakkie' or pick-up](#), which was exported to the UK. In the mid-1980s, Ford merged with a rival company, owned by [Anglo American](#), to form the [South African Motor Corporation \(Samcor\)](#).^[76]

Following international condemnation of apartheid, Ford divested from South Africa in 1988, and sold its stake in Samcor, although it licensed the use of its brand name to the company.^[77] Samcor began to assemble Mazdas as well, which affected its product line-up and saw the European Fords like the Escort and Sierra replaced by the [Mazda](#)-based [Laser](#)^[78] and [Telstar](#).^[79] Ford bought a 45 per cent stake in [Samcor](#) following the demise of apartheid in 1994, and this later became, once again, a wholly owned subsidiary, the Ford Motor Company of Southern Africa. Ford now sells a local sedan version of the [Fiesta](#) (also built in India and Mexico), and the [Focus](#). The [Falcon](#) model from Australia was also sold in South Africa but was dropped in 2003 while the [Mondeo](#), after briefly being assembled locally, was dropped in 2005. The [Mondeo](#) has since been reintroduced but badged as the [Fusion](#).

Former operations

East and Southeast Asia

Ford decided to shut down their entire operations in [Indonesia](#), including their dealer network by second half of 2016.^[80]

Ford of Japan

Ford established a manufacturing facility in the port city of Yokohama in February 1925, where Model T vehicles were assembled using imported [knock-down kits](#).^[81] The factory subsequently produced 10,000 Model A's up to 1936. Production ceased in 1940 as a result of political tensions between Japan and the United States.

After World War II, Ford did not have a presence in Japan, as the Ford facility was appropriated by the Japanese Government until 1958 when property was returned as a possession of the Ford Motor Company and became a [research and development location](#) for Ford partner [Mazda](#). In 1979, Ford acquired a 24.5% ownership stake in [Mazda](#), and in 1982, Ford and [Mazda](#) jointly established a sales channel to sell Ford products in Japan, including vehicles manufactured in North America, at a dealership called [Autorama](#) ([Japanese](#)). The [Autorama](#) sales channel was renamed Ford Sales of Japan in 1997.^[82]

Vehicles sold at [Autorama](#) locations were the North American assembled [Ford Explorer](#), [Probe](#) (1989–1998), [Mustang](#), [Taurus](#) (1989–1997), [Thunderbird](#) (1990–1993), [Lincoln Continental](#), and [Lincoln LS](#). Ford products manufactured in Europe that were sold in Japan were the [Ford Mondeo](#), [Ka](#), [Focus](#), [Focus C-MAX](#), [Fiesta](#), and the [Galaxy](#). [Mazda](#) manufactured Ford vehicles in Japan and sold them as Fords at the [Autorama](#) locations. They were the [Ford Telstar](#) ([Mazda Capella](#)), [Laser](#), [Festiva](#), [Festiva Mini Wagon](#), [Ixion](#) ([Mazda Premacy](#)), [Freda](#) ([Mazda Bongo Friendee](#)), [Spectron](#) ([Mazda Bongo](#)), and commercial trucks [J80](#) and the [J100](#) ([Mazda Bongo truck](#)).

Ford increased its shareholding in [Mazda](#) to 33.4% in 1996, but as of July 2016, it is listed at 11%.^[83] Ford did sell a small range of vehicles in Japan; as of October 2010, the [Ford Mustang](#), [Escape](#), [Explorer](#) (and [Explorer](#) truck), [Ford Kuga](#), [Lincoln Navigator](#), [Lincoln MKX](#), and more recently, the [Ford Ecosport](#) were available in Japan. As of February 2016, Ford no longer maintains a regional office in Minato, Tokyo, Japan, and sales of new cars in Japan have ended.^{[84][85]}

Oceania

In Australia and New Zealand, the popular [Ford Falcon](#) (1960–2016) had long been considered the average family car and is considerably larger than the Mondeo, Ford's largest car sold in Europe.

Between 1960 and 1972, the Falcon was based on a U.S. model of the same name, but since then has been entirely designed and manufactured in Australia until 2016, occasionally being manufactured in New Zealand. Like its [General Motors](#) rival, the [Holden Commodore](#), the Falcon used a rear wheel drive layout. High-performance variants of the Falcon running locally built engines produce up to 362 hp (270 kW). A [ute](#) (short for "utility", known in the US as [pickup truck](#)) version is also available with the same range of drivetrains. In addition, Ford Australia sells highly tuned limited-production Falcon sedans and [utes](#) through its performance car division, [Ford Performance Vehicles](#) until it closed in 2014.

In Australia, the Commodore and Falcon had traditionally outsold all other cars and comprise over 20% of the new car market. In New Zealand, Ford was second in market share in the first eight months of 2006 with 14.4%.^[86] More recently, Ford has axed its Falcon-based LWB variant of its lineup—the Fairlane and LTD ranges. Ford discontinued the Fairlane in 2007 and LTD in 2008. Ford had announced that their Geelong engine manufacturing plant would be shut down between 2013 and 2016. They have also announced local manufacturing of the Focus small car starting from 2011, nothing came of that plan.

In Australia, the Laser was one of [Ford Australia](#)'s most successful models and was manufactured in Ford's [Homebush](#) plant from 1981 until the plant's closure in September 1994. It outsold the Mazda 323, despite being almost identical to it because the Laser was manufactured in Australia and Ford was perceived as a local brand.^[87] According to research carried out by [Ford Australia](#) in 1984, a third of Laser buyers were unaware that the Ford model was based on the Mazda 323.^[88]

In New Zealand, the Ford Laser and Telstar were assembled alongside the Mazda 323 and 626 until 1997, at the Vehicle Assemblers of New Zealand (VANZ) plant in [Wiri, Auckland](#). The [Sierra](#) wagon was also assembled in New Zealand, owing to the popularity of [station wagons](#) in that market.

The scheduled closure of Ford's Australian manufacturing base in 2016 was confirmed on May 23, 2013. Headquartered in the Victorian suburb of Broadmeadows, the company had registered losses worth AU\$600 million over the five years prior to the announcement. It was noted that the corporate fleet and government sales that account for two-thirds of large, local car sales in Australia are insufficient to keep Ford's products profitable and viable in Australia. The decision will affect 1200 Ford workers—over 600 employees in



Ford FG X Falcon (Australia) (2014–
2016)



The Ford stamping plant in Geelong, Australia (Closed 2016)

Geelong and more than 500 in Broadmeadows—who will lose their jobs by October 2016. The closure of Fords plants in Norlane Geelong and Broadmeadows Melbourne occurred on October 7, 2016. [89]

Products and services

Automobiles

See also: [List of Ford vehicles](#), [List of Lincoln vehicles](#), and [List of Mercury vehicles](#)

Ford Motor Company sells a broad range of automobiles under the Ford marque worldwide, and an additional range of luxury automobiles under the [Lincoln](#) marque in the United States. The company has sold vehicles under a number of other marques during its history. The [Mercury](#) brand was introduced by Ford in 1939, continuing in production until 2011 when poor sales led to its discontinuation. [90] In 1958, Ford introduced the [Edsel](#) brand, but poor sales led to its discontinuation in 1960. In 1985, the [Merkur](#) brand was introduced in the United States to market products produced by Ford of Europe; it was discontinued in 1989.



Ford acquired the British sports car maker [Aston Martin](#) in 1989, later selling it on March 12, 2007. [91] although retaining an 8% stake. [92][93] Ford purchased [Volvo Cars](#) of Sweden in 1999, [94] selling it to [Zhejiang Geely Holding Group](#) in 2010. In November 2008, it reduced its 33.4% [controlling interest](#) in [Mazda](#) of Japan to a 13.4% non-controlling interest. [95]

On November 18, 2010, Ford reduced their stake further to just 3%, citing the reduction of ownership would allow greater flexibility to pursue growth in emerging markets. Ford and Mazda remain strategic partners through exchanges of technological information and joint ventures, including an American joint venture plant in Flat Rock, Michigan called [Auto Alliance](#). [96] Ford sold the United Kingdom-based [Jaguar](#) and [Land Rover](#) companies and brands to [Tata Motors](#) of India in March 2008. In 2015, Ford sold its remaining 3% stake in Mazda. [97]

On April 25, 2018, Ford announced that it planned to phase out the majority of its automobile lineup in North America, besides the [Mustang](#) and the "Active" crossover version of the next-generation [Ford Focus](#), to focus primarily on trucks and SUVs. [98]

Current Marques

Marque	Country of origin	Years used/owned	Markets
Ford	United States	1903–present	Global
Lincoln	United States	1922–present	North America, Middle East
Troller	Brazil	2007–present	Brazil

Former Marques

Marque	Country of origin	Years used/owned	Markets
Mercury	United States	1939–2011	North America, Middle East
Continental	United States	1956–1961	North America
Edsel	United States	1957–1960	North America
Merkur	United States	1985–1989	North America
Jaguar	United Kingdom	1989–2008	Global
Aston Martin	United Kingdom	1989–2007	Global
Volvo	Sweden	1999–2010	Global
Land Rover	United Kingdom	2000–2008	Global
Mazda	Japan	1974–2015	Global
FPV	Australia	2002–2014	Australia

Trucks

Ford has produced trucks since 1908, beginning with the [Ford Model TT](#), followed by the [Model AA](#), and the [Model BB](#). Countries where Ford commercial vehicles are or were formerly produced include Argentina, Australia, Brazil, Canada (also badged as [Mercury](#)), France, Germany, India, Netherlands, Philippines, Spain (badged [Ebro](#) too), Turkey, UK (badged also [Fordson](#) and [Thames](#)), and USA.

From the 1940s to late 1970s, Ford's [Ford F-Series](#) were used as the base for light trucks for the North American market.

Most of these ventures are now extinct. The European one that lasted longest was the lorries arm of [Ford of Britain](#), which became part of the [Iveco](#) group in 1986. Ford had a minority share in the new company and Iveco took over sales and production of the [Ford Cargo](#) range.^[99] Ford's last significant European truck models were the [Transcontinental](#) and the [Cargo](#).

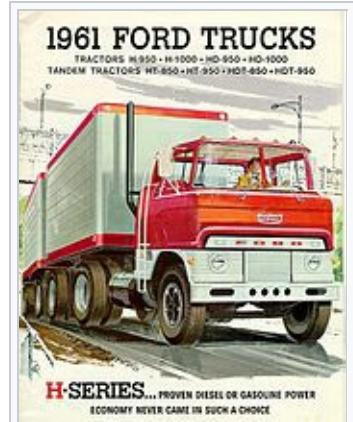
In the United States, Ford's heavy trucks division ([Classes 7 and 8](#)) was sold in 1997 to [Freightliner Trucks](#), which rebranded the lineup as [Sterling](#).^[100] Freightliner is in the process of discontinuing this line.

Line of heavy trucks made by Ford for the North American market:

- [Ford F-650](#) – joint venture model from 2000 to present
- [Ford L9000](#) – last model year 1999
- [Ford LNT9000](#) – short nose tandem axle from 1970s to 1997
- [Ford LT9000](#) – tandem axle with last model year 1997



An advertisement for the 1939 Ford V-8 pick-up truck



An advertisement for the 1961 Ford H-Series truck

- Ford FT900 – until 1998
- Ford LT8000 – last model year 1998
- Ford L7000 – last model year 1996

Ford continues to manufacture medium duty trucks under the F-650 and F-750 badges. In 2001, the company entered into a joint venture with [Navistar International](#) to produce medium and heavy duty commercial trucks.^[101] The first new model from the new corporation, known as Blue Diamond Truck Company LLC,^[101] was the 2006 model year LCF.^[102] The LCF was discontinued in 2009^[103] and Ford's 2011 medium and heavy-duty commercial offerings are limited to the two F-Series.^[104]

In Europe, Ford manufactures the [Ford Transit](#) jumbo van which is classed as a Large Goods Vehicle and has a payload of up to 2,265 kg, there are options of a panel van, pickup or chassis cab. The Ford Transit is also available as a light van called the [Ford Transit Connect](#) and the [Ford Ranger](#) pickup is available.^[105]

Buses

Ford manufactured complete buses in the company's early history, but today the role of the company has changed to that of a [second stage manufacturer](#). In North America, the [E-Series](#) is still used as a chassis for small school buses and the [F-650](#) is used in commercial bus markets. In the 1980s and 1990s, the medium-duty [B700](#) was a popular chassis used by school bus body manufacturers including [Thomas Built](#), [Ward](#), and [Blue Bird](#), but Ford lost its market share due to industry contraction and agreements between body manufacturers. Older bus models included:

Prior to 1936, Ford buses were based on truck bodies:

- Model B – 1930s
- Model T – 1920s
- F-105 school bus

In 1936, Ford introduced the [Ford Transit Bus](#), a series of small transit buses with bodies built by a second party. Originally a front-engine design, it was modified to a rear-engine design in 1939. About 1,000 to 1,200 of the original design were built, and around 12,500 of the rear-engine design, which was in production until 1947^[106] (rebranded as the Universal Bus in 1946).

Rear-engine Transit Bus chassis model numbers:^[107]

- 09-B/19-B City transit bus – 1939–1941
- 19-B/29-B City transit bus – 1941–1942



A Ford B700 bus chassis, with a body by [Thomas Built](#)



A 1937 [Ford Transit Bus](#) in Seattle

- 49-B/79-B City transit bus – 1944–1947
- 69-B City transit bus – 1946–1947
- 29-B City transit bus – 1946–1947
- 72-T transit bus – 1944–1945

After 1946 the Transit City bus was sold as the *Universal Bus* with the roof changed from fabric/wood to all-metal:

- 79-B Universal transit bus – 1946–1947

Succeeding the [Ford Transit Bus](#) was the [Ford 8M](#) buses:

- 8MB transit bus – with Wayne Works 1948–?

Following World War II and from 1950s onwards, Ford lost out to [General Motors](#).^[107] This led to the end of transit buses for Ford in North America.

- [B500 or B-series](#) – 1950–1990s based on Ford F-series truck chassis used by school bus body manufacturers

In Europe, Ford manufactures the [Ford Transit Minibus](#) which is classed in Europe as a Passenger Carrying Vehicle and there are options of 12, 15, or 17 seaters.^[108] In the past, European models included:

- EM
- N-138
- D series buses (Australia)

Tractors

The "Henry Ford and Son Company" began making [Fordson tractors](#) in Henry's hometown of Springwells (later part of [Dearborn](#)), Michigan from 1907 to 1928, from 1919 to 1932, at [Cork](#), Ireland, and 1933–1964 at [Dagenham](#), England, later transferred to [Basildon](#). They were also produced in [Leningrad](#) beginning in 1924.

In 1986, Ford expanded its tractor business when it purchased the Sperry-New Holland skid-steer loader and hay baler, hay tools and implement company from [Sperry Corporation](#) and formed Ford-New Holland which bought out [Versatile](#) tractors in 1988. This company was bought by [Fiat](#) in 1993 and the name changed from Ford New Holland to New Holland. [New Holland](#) is now part of [CNH Global](#).



A Ford N series tractor

Financial services

Ford offers automotive finance through [Ford Motor Credit Company](#).

Automotive components

Ford's *FoMoCo* parts division sells aftermarket parts under the [Motorcraft](#) brand name. It has spun off its parts division under the name [Visteon](#).

Motorsport

Main article: [Ford Racing](#)

Along with [Shelby](#) and [Chevrolet](#), Ford is one of only three American constructors to win titles on the international scene at the [FIA World Championships](#). As a constructor, Ford won the [World Sportscar Championship](#) three times in [1966](#), [1967](#), and [1968](#), and the [World Rally Championship](#) three times in [1979](#), [2006](#) and [2007](#).

Stock car racing

Ford is one of three manufacturers in [NASCAR](#)'s three major series: [Monster Energy NASCAR Cup Series](#), [Xfinity Series](#), and [Camping World Truck Series](#). Major teams include [Roush Fenway Racing](#), [Team Penske](#), [Stewart-Haas Racing](#), and [Wood Brothers Racing](#). Ford is represented by the [mid-size Fusion](#) in the [Monster Energy NASCAR Cup Series](#), the [Mustang](#) in the [Xfinity Series](#), and by the [F-150](#) in the [Camping World Truck Series](#). Some of the most successful NASCAR Fords were the aerodynamic fastback [Ford Torino](#), [Ford Torino Talladega](#), [Mercury Cyclone Spoiler II](#), and [Mercury Montegos](#), and the aero-era [Ford Thunderbirds](#). The Ford nameplate has won eight [manufacturer's championships](#) in Sprint Cup while Mercury has won one. In the Sprint Cup Series, Ford earned its 1,000th victory in the [2013 Quicken Loans 400](#).^[109] The Ford Fusion is also used in the [ARCA Racing Series](#). Ford had last won a drivers' championship in the Cup Series with [Kurt Busch](#) in 2004.



Ryan Blaney driving the iconic No.

21 Wood Brothers Ford in 2016 at

[Michigan International Speedway](#)

Formula One

Ford was heavily involved in [Formula One](#) for many years and supplied engines to a large number of teams from 1967 until 2004. These engines were designed and manufactured by [Cosworth](#), the racing division that was owned by Ford from 1998 to 2004. Ford-badged engines won 176 Grands Prix between 1967 and 2003 for teams such as [Team Lotus](#) and [McLaren](#). Ford entered Formula One as a constructor in 2000 under the [Jaguar Racing](#) name, after buying the [Stewart Grand Prix](#) team which had been its primary 'works' team in the series since 1997. Jaguar achieved little success in Formula One, and after a turbulent five seasons, Ford withdrew from the category after the [2004 season](#), selling both Jaguar Racing (which became [Red Bull Racing](#)) and Cosworth (to [Gerald Forsythe](#) and [Kevin Kalkhoven](#)).^[110]

Rally

Main article: [Ford World Rally Team](#)

Ford has a long history in [rallying](#) and has been active in the [World Rally Championship](#) since the beginning of the world championship, the [1973 season](#). Ford took the [1979](#) manufacturers' title with [Hannu Mikkola](#), [Björn Waldegård](#), and [Ari Vatanen](#) driving the [Ford Escort RS1800](#). In the [Group B](#) era, Ford achieved success with [Ford RS200](#). Since the

1999 season, Ford has used various versions of the [Ford Focus WRC](#) to much success. In the [2006 season](#), [BP-Ford World Rally Team](#) secured Ford its second manufacturers' title, with the Focus RS WRC 06 built by [M-Sport](#) and driven by "Flying Finns" [Marcus Grönholm](#) and [Mikko Hirvonen](#).^[111] Continuing with Grönholm and Hirvonen, Ford successfully defended the manufacturers' world championship in the [2007 season](#). Ford is the only manufacturer to score in the points for 92 consecutive races; since the [2002 season](#) opener [Monte Carlo Rally](#).^[112]



Jari-Matti Latvala driving the [Ford Focus RS WRC 09](#) in 2010. [\[edit\]](#)

Rallycross

Ford has competed in rallycross with its [Ford Fiesta](#) and [Ford Focus](#). [Tanner Foust](#) won the [Global RallyCross Championship](#) in 2011 and 2012 and was runner-up in the [FIA European Rallycross Championship](#) in 2011 and 2012. [Toomas Heikkinen](#) won the Global RallyCross Championship title in 2013 and [Joni Wiman](#) won it in 2014. Other notable Ford drivers include [Marcus Grönholm](#), [Ken Block](#), and [Brian Deegan](#).

Sports cars

Main article: [Ford GT § Racing](#)

Ford sports cars have been visible in the world of sports car racing since 1964. Most notably the [GT40](#) won the [24 Hours of Le Mans](#) four times in the 1960s and is the only American car to ever win overall at this prestigious event. Ford also won the [1968 International Championship for Makes](#) with the GT40, which still stands today as one of the all-time greatest racing cars. Swiss team [Motech GT Racing](#), in collaboration with Ford Racing, opened a new chapter with the [Ford GT](#), winning the Teams title in the 2008 [FIA GT3 European Championship](#).

Main article: [Ford Mustang § Racing](#)

The [Ford Mustang](#) has arguably been Ford's most successful sports car. [Jerry Titus](#) won the 1965 [SCCA Pro B National Championship](#) with a Mustang and the model went on to earn Ford the [SCCA Trans-Am Championship](#) title in both 1966 and 1967. Ford won the Trans-Am Championship again in 1970 with [Parnelli Jones](#) and [George Follmer](#) driving [Boss 302 Mustangs](#) for [Bud Moore Engineering](#). Ford took the 1985 and 1986 [IMSA GTO Championship](#) with Mustangs driven by [John Jones](#) and [Scott Pruett](#) before returning to Trans-Am glory with a championship in 1989 with [Dorsey Schroeder](#). Ford dominated Trans-Am in the 1990s with [Tommy Kendall](#) winning championships in 1993, 1995, 1996, and 1997 with [Paul Gentilozzi](#) adding yet another title in 1999. In 2005 the Ford Mustang FR500C took the championship in the [Rolex Koni Challenge Series](#) in its first year on the circuit. In 2007, Ford added a victory in the GT4 European Championship. 2008 was the first year of the Mustang Challenge for



A GT racing version of the [Ford Mustang](#), competing in the [Koni Challenge](#) in 2005. [\[edit\]](#)

the Miller Cup, a series which pits a full field of identical factory-built Ford Mustang race cars against each other. Also, in 2008, Ford won the manufacturers championship in the Koni Challenge Series and HyperSport drivers Joe Foster and Steve Maxwell won the drivers title in a Mustang GT.

Ford and [Michelin](#) teamed up to provide custom-engineered tires for Ford performance vehicle lineup. Ford performance director Dave Pericak said: "That confidence extends from our upcoming racing effort at Le Mans in 2016 with the all-new Ford GT, to the Ford Performance vehicle lineup, including Shelby GT350 and F-150 Raptor".[\[113\]](#)

Touring cars

Ford has campaigned touring cars such as the [Focus](#), [Falcon](#), and [Contour/Mondeo](#) and the [Sierra Cosworth](#) in many different series throughout the years. Notably, Mondeo drivers finished 1,2,3 in the 2000 [British Touring Car Championship](#) and Falcon drivers placed 1,2,3 in the 2005 [V8 Supercar Championship Series](#).



Ford Performance Racing Ford Falcon V8 Supercar at Eastern Creek in Australia in 2008. [\[114\]](#)

Other

In the [Indianapolis 500](#), Ford powered [IndyCars](#) won 17 times between 1965 and 1996^{[\[citation needed\]](#)}. Ford has also branched out into drifting with the introduction of the new model Mustang. Most noticeable is the Turquoise and Blue Falken Tires Mustang driven by Vaughn Gittin Jr, A.K.A. "JR" with 750 RWHP (Rear Wheel Horsepower). In [drag racing](#), [John Force Racing](#) drivers [John Force](#), [Tony Pedregon](#), and [Robert Hight](#) have piloted [Ford Mustang Funny Cars](#) to several [NHRA](#) titles in recent seasons. Teammates [Tim Wilkerson](#) and [Bob Tasca III](#) also drive Mustangs in Funny Car. [Formula Ford](#), a formula for single-seater cars without wings and originally on road tires were conceived in 1966 in the UK as an entry-level formula for racing drivers. Many of today's racing drivers started their car racing careers in this category.

Environmental initiatives

Compressed natural gas

The [alternative fossil fuel](#) vehicles, such as some versions of the [Crown Victoria](#) especially in fleet and taxi service, operate on [compressed natural gas](#)—or CNG. Some CNG vehicles have dual fuel tanks – one for gasoline, the other for CNG – the same engine can operate on either fuel via a selector switch.

Flexible fuel vehicles

[Flexible fuel vehicles](#) are designed to operate smoothly using a wide range of available ethanol fuel mixtures—from pure gasoline to [bioethanol](#)-gasoline blends such as [E85](#) (85% ethanol and 15% gasoline) or [E100](#) (neat [hydrous](#) ethanol) in Brazil. Part of the challenge of successful marketing alternative and flexible fuel vehicles in the U.S. is the general lack of establishment of sufficient [fueling stations](#), which would be essential for these vehicles to be attractive to a wide range of consumers. Significant efforts to ramp up production and

distribution of E85 fuels are underway and expanding.^[114] Current Ford E100 Flex sold in the Brazilian market are the [Courier](#), [Ford EcoSport](#), [Ford Fiesta](#), [Ford Focus](#), and [Ford Ka](#).

Electric drive vehicles

Hybrid electric vehicles

See also: [Hybrid electric vehicle](#)

In 2004, Ford and Toyota agreed a patent sharing accord which granted Ford access to certain hybrid technology patented by Toyota; in exchange, Ford licensed Toyota some of its own

patents.^{[115][116][117]} In 2004, Ford introduced the [Escape Hybrid](#). With this vehicle, Ford was third to the automotive market with a [hybrid electric vehicle](#) and the first hybrid electric [SUV](#) to market. This was also the first hybrid electric vehicle with a [flexible fuel](#) capability to run on E85.^[118] The Escape's platform mate [Mercury Mariner](#) was also available with the hybrid-electric system in the 2006 model year—a full year ahead of schedule. The similar [Mazda Tribute](#) will also receive a hybrid-electric powertrain option, along with many other vehicles in the Ford vehicle line.

In 2005, Ford announced a goal to make 250,000 hybrids a year by 2010, but by mid-2006 announced that it would not meet that goal, due to excessively high costs and the lack of sufficient supplies of the hybrid-electric batteries and drivetrain system components.^[119] Instead, Ford has committed to accelerating development of next-generation hybrid-electric power plants in Britain, in collaboration with Volvo. This engineering study is expected to yield more than 100 new hybrid-electric vehicle models and derivatives.

In September 2007, Ford announced a partnership with [Southern California Edison](#) (SCE) to examine how [plug-in hybrids](#) will work with the electrical grid. Under the multimillion-dollar, multi-year project, Ford will convert a demonstration fleet of [Ford Escape Hybrids](#) into plug-in hybrids, and SCE will evaluate how the vehicles might interact with the home and the utility's electrical grid. Some of the vehicles will be evaluated "in typical customer settings", according to Ford.^{[24][25]}

On June 12, 2008, [USDOE](#) expanded its own fleet of alternative fuel and advanced technology vehicles with the addition of a Ford Escape Plug-In Hybrid Flex-Fuel Vehicle. The vehicle is equipped with a 10-kilowatt (13 hp) [lithium-ion](#) battery supplied by [Johnson](#)



The Ford Focus Flexifuel was the first [E85 flexible fuel vehicle](#) commercially available in the European market.



Ford Escape plug-in hybrid test vehicle.



Mulally (second from left) with then-President [George W. Bush](#) at the [Kansas City Assembly](#) plant in [Claycomo](#), Missouri on March 20, 2007, touting Ford's new hybrid cars.

Controls-Saft that stores enough electric energy to drive up to 30 miles (48 km) at speeds of up to 40 mph (64 km/h).^[120] In March 2009, Ford launched hybrid versions of the [Ford Fusion Hybrid](#) and the [Mercury Milan Hybrid](#) in the United States, both as 2010 models.^[121]

As of November 2014, Ford has produced for retail sales the following hybrid electric vehicles: [Ford Escape Hybrid](#) (2004–2012), [Mercury Mariner Hybrid](#) (2005–2010), [Mercury Milan Hybrid](#) (2009–2010), [Ford Fusion Hybrid](#) (2009–present), [Lincoln MKZ Hybrid](#) (2010–present), [Ford C-Max Hybrid](#) (2012–present), and [Ford Mondeo Hybrid](#) (2014–present). By June 2012, Ford had sold 200,000 full hybrids in the US since 2004,^[122] and, as of September 2014, the carmaker has sold over 344 thousand hybrids in the United States.^{[122][123][124][125]} The top selling hybrids in the U.S. market are the Fusion Hybrid with 127,572 units, followed by Escape Hybrid with 117,997 units, and the C-Max Hybrid with 54,236.^{[123][124][125][126][127]} As of November 2014, Ford is the world's second largest manufacturer of hybrids after [Toyota Motor Corporation](#), with 400,000 hybrid electric vehicles produced since their introduction in 2004.^[128]

Plug-in electric vehicles

See also: [Plug-in electric vehicle](#)

As of October 2014, Ford has produced the following [plug-in electric vehicles](#): the all-electric [Ford Ranger EV](#) (1997–2002), [Ford TH!NK](#) (1999–2003), [Transit Connect](#) (2010–2012), and [Ford Focus Electric](#) (December 2011–present); and the [plug-in hybrids](#) [C-MAX Energi](#) (October 2012–present) and the [Fusion Energi](#) (February 2013–present), sold under the [Mondeo](#) nameplate in Europe.^{[129][130]} Since the launch of the Focus Electric in 2011, combined sales of all Ford [plug-in electric models](#) amounted to just over 56,000 through October 2015.^[131]

Bill Ford was one of the first top industry executives to make regular use of a [battery electric vehicle](#), a [Ford Ranger EV](#), while the company contracted with the [United States Postal Service](#) to deliver electric postal vans based on the Ranger EV platform. Ford discontinued a line of electric [Ranger pickup trucks](#) and ordered them destroyed, though it reversed in January 2005, after environmental protest.^[132] The all-electric pickup truck leased 205 units to individuals and 1,500 units to fleets in the U.S. from 1998 to 2002.^{[133][134]}



The [Azure Transit Connect Electric](#) was produced between 2010 and 2012 as a collaboration between [Azure Dynamics](#) and Ford Motor Company

From 2009 to 2011, Ford offered the [Ford TH!NK](#) car. Ford ended production and ordered all the cars repossessed and destroyed, even as many of the people leasing them begged to be able to buy the cars from Ford. After outcry from the lessees and activists in the US and Norway, Ford returned the cars to Norway for sale.^[135] 440 units were leased in the U.S. from 1999 until 2003.^[134]

In 2017, CEO of Ford [Mark Fields](#) announced that the company will invest \$4.5 billion in further development of plug-in electric vehicles by 2020.^[136]

The [Azure Transit Connect Electric](#) was an [all-electric van](#) developed as a collaboration between [Azure Dynamics](#) and Ford Motor Company, but Azure was the official

manufacturer of record.^[137] The Transit Connect Electric had an official [US Environmental Protection Agency](#) all-electric range of 56 mi (90 km).^[138] The EPA rated the combined city/highway [fuel economy](#) at 62 [miles per gallon gasoline equivalent](#) (3.8 L/100 km equivalent).^[138] Deliveries for fleet customers in the U.S. and Canada began in December 2010.^[139] Production of the electric van was stopped in March 2012 as a result of Azure's bankruptcy protection filing. Ford continues to provide servicing.^[140] Around 500 units were sold before Azure stopped production.^[141]

The [Ford Focus Electric](#) is based on the next generation [Focus](#) internal combustion vehicle, converted to an [all-electric](#) propulsion system as a production [electric car](#) by Magna International, and retail sales began in the U.S. in December 2011.^{[142][143]} The Focus Electric has an EPA rated range of 76 mi (122 km) and a combined city/highway fuel economy of 105 [miles per gallon gasoline equivalent](#) (2.2 L/100 km).^[144] Available also in Canada and several European countries, 3,965 units have been sold in the U.S. through September 2014.^{[123][124][125][145]}



The [Ford Fusion Energi](#) plug-in hybrid shares its powertrain with the [Ford C-Max Energi](#).

The [Ford C-Max Energi](#) is a [plug-in hybrid](#) released in the U.S. in October 2012. The C-Max Energi has an EPA rated [all-electric range](#) of 20 mi (32 km) and a combined city/highway fuel economy in [all-electric mode](#) at 88 [MPG-e](#) (2.7 L/100 km).^[146] U.S. sales totaled 33,509 units through December 2016.^{[123][124][147][148][149]} Deliveries of the [Ford Fusion Energi](#) began in the United States in February 2013.^{[150][151]} The Fusion Energi has an all-electric range of 20 mi (32 km) and an equivalent fuel economy EPA rating of 88 MPG-e (2.7 L/100 km).^[146] As of December 2016, a total of 43,327 units have been delivered in the U.S. since its inception.^{[124][147][148][149]}

Both Energi models share the same powertrain technology and have the same EPA combined city/highway fuel economy in [hybrid](#) operation of 38 mpg-US (6.2 L/100 km; 46 mpg-imp).^[146] When asked about a battery-electric vehicle with a 200-mile (320 km) range, Fields said in April 2016 "Clearly that's something we're developing for". Ford has a pending trademark application on the "Model E" name,^[152] preventing the [Tesla Model 3](#) in using the name.^[153]

In October 2017, Ford announced its Team Edison battery-electric vehicle group to lead the company's renewed efforts into the EV market, in which it currently offers only the Focus subcompact and has plans for a small 300-mile SUV by 2020.^[154] The new team will be headquartered in Detroit and have offices in Europe and Asia.^[155]

Hydrogen

Ford also continues to study [fuel cell](#)-powered electric powertrains and has demonstrated hydrogen-fueled [internal combustion engine](#) technologies, as well as developing the next-generation hybrid-electric systems. Compared with conventional vehicles, [hybrid vehicles](#) and/or fuel cell vehicles decrease air pollution emissions as well as sound levels, with favorable impacts upon respiratory health and decrease of [noise health effects](#).

Ford has launched the production of [hydrogen-powered](#) shuttle buses, using hydrogen

instead of gasoline in a standard [internal combustion engine](#), for use at airports and convention centers.^[156] At the 2006 [Greater Los Angeles Auto Show](#), Ford showcased a hydrogen fuel cell version of its Explorer SUV. The Fuel cell Explorer has a combined output of 174 hp (130 kW). It has a large hydrogen storage tank which is situated in the center of the car taking the original place of the conventional model's automatic transmission. The centered position of the tank assists the vehicle reach a notable range of 350 miles (563 km), the farthest for a fuel cell vehicle so far. The fuel cell Explorer is one of several vehicles with green technology being featured at the L.A. show, including the 2008 Ford Escape Hybrid, PZEV emissions compliant Fusion and Focus models and a 2008 Ford F-Series Super Duty outfitted with Ford's clean diesel technology.

Increased fuel efficiency

Ford Motor Company announced it will accelerate its plans to produce more fuel-efficient cars, changing both its North American manufacturing plans and its lineup of vehicles available in the United States. In terms of North American manufacturing, the company will convert three existing truck and sport utility vehicle (SUV) plants for small car production, with the first conversion at its Michigan Truck Plant. In addition, Ford's assembly plants near Mexico City, Mexico, and in Louisville, Kentucky, will convert from pickups and SUVs to small cars, including the Ford Fiesta, by 2011. Ford will also introduce to North America six of its European small vehicles, including two versions of the Ford Fiesta, by the end of 2012.

Ford of Europe developed the [ECOnetic](#) programme to address the market and legislative need for higher fuel efficiency and lower CO₂ emissions. As opposed to the [hybrid engine](#) technology used in competitor products such as the [Toyota Prius](#), ECOnetic improves existing technology. Using lower consuming [Duratorq TDCi](#) diesel engines, and based on a combination of improved aerodynamics, lower resistance, and improved efficiency, the [Ford Fiesta](#) is currently the lowest emitting mass-produced car in Europe^[157] while the [2012 Ford Focus ECOnetic](#) will have better fuel consumption than the Prius or the [Volkswagen Golf BlueMotion](#).^[158] ECOnetic is not presently planned to be sold in North America due to current perceived lower consumer demand.^[159]

Ford has challenged University teams to create a vehicle that is simple, durable, lightweight, and come equipped with a base target price of only \$7,000. The students from [Aachen University](#) created the "[2015 Ford Model T](#)".^{[160][161]}

In 2000, under the leadership of the current Ford chairman, William Clay Ford, the company announced^[162] a planned 25 percent improvement in the average mileage of its light truck fleet – including its popular [SUVs](#) – to be completed by the 2005 [calendar year](#). In 2003, Ford announced that competitive market conditions and technological and cost challenges would prevent the company from achieving this goal.^[163]

Researchers at the [University of Massachusetts Amherst](#) have, however, listed Ford as the seventh-worst corporate producer of air pollution, primarily because of the [manganese](#) compounds, [1,2,4-trimethylbenzene](#), and [glycol ethers](#) released from its [casting](#), truck, and assembly plants^[citation needed] The United States Environmental Protection Agency has linked Ford to 54 [Superfund](#) toxic waste sites, twelve of which have been cleaned up and

deleted from the list.^[164]

For the 2007 model year, Ford had thirteen U.S. models that achieve 30 miles per gallon or better (based on the highway fuel economy estimates of the EPA) and several of Ford's vehicles were recognized in the EPA and Department of Energy Fuel Economy Guide for best-in-class fuel economy. Ford claimed to have eliminated nearly three million pounds of smog-forming emissions from their U.S. cars and light trucks over the 2004 to 2006 model years.^[165]

PC power management

On March 2010, Ford announced its [PC power management](#) system which it developed with NightWatchman software from [1E](#). The company is expected to save \$1.2m on power cost and reduce carbon footprint by an estimated 16,000 to 25,000 metric tons annually when the system is fully implemented.

According to company, reduction in carbon footprint and power cost will be achieved by developing 'Power Profiles' for every PC in the company.^[166]

Sponsorships

Ford sponsors numerous events and sports facilities around the US, most notably the [Ford Center](#) in downtown [Evansville, Indiana](#), and [Ford Field](#) in downtown [Detroit](#).^[167]

Ford has also been a major sponsor of the [UEFA Champions League](#) for over two decades and is also a longtime sponsor of the Sky media channel's coverage of Premier League football. Senior Ford marketer Mark Jones explained in May 2013 the process behind the two sponsorship deals:

We start with a blank piece of paper and work out if the sponsorship still works for us and ask does it meet our objectives? We want to find a moment in time when people come together and have a collective experience and we achieve this through the sponsorships.^[168]

Sales numbers

Quantities of vehicles sold.

Calendar Year	US sales	Market share of US sales ^[169]
1997	3,877,458 ^[170]	25.02%
1998	3,922,604 ^[171]	24.52%
1999	4,163,369 ^[172]	23.93%
2000	4,202,820	23.61%
2001	3,971,364	22.69%
2002	3,623,709 ^[173]	21.19%
2003	3,483,719	20.49%

2004	3,331,676 ^[174]	19.26%
2005	3,153,875	18.13%
2006	2,901,090 ^[175]	16.97%
2007	2,507,366	15.20%
2008	1,988,376 ^[176]	14.73%
2009	1,620,888 ^[177]	15.29%
2010	1,935,462 ^[178]	16.40%
2011	2,143,101 ^[179]	16.49%
2012	2,250,165 ^[180]	15.20%
2013	2,493,918 ^[181]	15.69%
2014	2,480,942 ^[182]	14.77%
2015	2,613,162 ^[183]	14.68%
2016	2,614,697 ^{[184][185]}	14.20%

See also

- Bridj
- Chariot (company)
- Detroit Automobile Company
- Dodge v. Ford Motor Company
- Eugene Turenne Gregorie
- Firestone and Ford tire controversy
- List of automobile manufacturers of the United States
- Smith Electric Vehicles
- Soybean Car



References

- ^ ^{a b c d e f} "Ford Motor Company 2017 Annual Report (Form 10-K)" [sec.gov](#). U.S. Securities and Exchange Commission. January 2018.
- ^ ^{a b} "Ford Motor Company company : Shareholders, managers and business summary" [4-Traders](#). France. Retrieved May 15, 2016.
- ^ ^{a b c} Rogers, Christina (May 12, 2016). "Shareholders Again Back Ford Family" [Wall Street Journal](#). Retrieved September 16, 2016.
- ^ Joann Muller (December 2, 2010). "Ford Family's Stake Is Smaller, But They're Richer And Still Firmly In Control" [Forbes](#). Retrieved August 31, 2016.
- ^ "Ford Motor Company Completes Sale of Volvo to Geely" [Ford Motor Co](#). August 2, 2010. Archived from the original [on](#) August 3, 2010. Retrieved August 2, 2010.
- ^ contributor, By Lou Ann Hammond, "How Ford stayed strong through the financial crisis - Jan. 13, 2011" [archive.fortune.com](#). Retrieved December 20, 2017.
- ^ ACEA. "New Passenger Car Registrations by Manufacturer European Union (EU)" [ACEA](#). Archived from the original [on](#) September 27, 2011. Retrieved January 28, 2011.
- ^ "Fortune 500" [CNN](#). Retrieved November 27, 2010.
- ^ "Ford Motor Company / 2008 Annual Report, Operating Highlights" [\(PDF\)](#). p. 1. Archived from the original [on](#) April 19, 2011. Retrieved September 19, 2010.

10. ^ Joann Muller (March 9, 2014). "William Clay Ford's Legacy Cemented Family's Dynasty"  *Forbes*.
11. ^ McDonough, John; Egolf, Karen (June 18, 2015). *The Advertising Age Encyclopedia of Advertising*  Routledge. ISBN 9781135949068.
12. ^ "1930 model brochure – Beauty of Line – Mechanical excellence"  Ford. 1929. Retrieved May 24, 2012.
13. ^ Shpotov, Boris M. (August 2006). "The Ford Motor Company in the Soviet Union in the 1920s-1930s: Strategy, identity, performance, reception, adaptability"  (PDF). *International Economic History Congress*. Retrieved August 8, 2016.
14. ^ Johnson, Ann (October 27, 2014). "How the Ford Motor Co. Invented the SQUID"  IEEE Spectrum. Retrieved December 19, 2014.
15. ^ "1956 Ford Fairlane Brochure"  Ford. 1955. Retrieved May 24, 2012.
16. ^ "Photo gallery, timeline: 50 years of Ford Mustangs"  USA TODAY. Retrieved December 20, 2017.
17. ^ "The History of Ford Motor Company"  GearHeads. May 17, 2012. Retrieved June 22, 2012.
18. ^ Leggett, Theo (March 6, 2005). "Ford fighting to keep its shine"  BBC News. Retrieved September 19, 2010.
19. ^ Schneider, Greg (May 6, 2005). "GM, Ford Bond Ratings Cut to Junk Status"  The Washington Post. Retrieved September 19, 2010.
20. ^ "Rebate wars - Chicago Sun-Times - Find Articles at BNET.com"  January 3, 2008. Archived from the original  on January 3, 2008.
21. ^ M. Maynard and V. Bajaj (January 23, 2006). "Ford to Cut Up to 30,000 Jobs and 14 Plants in Next 6 Years"  The New York Times.
22. ^ Zaun, Todd; Hakim, Danny (March 10, 2004). "Ford to License Toyota's Hybrid Technology"  The New York Times. Retrieved September 19, 2010.
23. ^ Nussbaum, Bruce (November 1, 2005). "Is Ford Innovative? Part Two"  Business Week. Retrieved September 19, 2010.
24. ^ a b "EERE News: EERE Network News"  Eere.energy.gov. September 15, 2010. Retrieved September 19, 2010.
25. ^ a b Ford Motor Company – Press Release – Ford Motor Company And Southern California Edison Join Forces To Advance A New Transportation And Energy Vision  Archived  October 11, 2007, at the Wayback Machine.
26. ^ "Ford Bets The House"  The Detroit News. November 28, 2006. Retrieved September 19, 2010.
27. ^ Levine, Greg (April 5, 2006). "Ford CEO: 'Honesty' Best Weapon Against Bankruptcy"  Forbes. Retrieved September 19, 2010.
28. ^ Isidore, Chris (January 25, 2007). "Ford: Biggest loss ever"  CNN. Retrieved May 2, 2010.
29. ^ "Ford hit by record \$12.7bn loss"  BBC News. January 25, 2007. Retrieved September 19, 2010.
30. ^ "Ford takes \$2.4bn writedown for Volvo"  FinancialTimes. January 24, 2008. Retrieved September 19, 2010.
31. ^ "Tata Motors completes acquisition of Jag, Land Rover"  Thomson Reuters. June 2, 2008. Retrieved June 2, 2008.
32. ^ "On U.S. tour, Mr. Tata gives Jaguar and Rover dealers a hug: AutoWeek Magazine"  Autoweek.com. Retrieved June 18, 2009.
33. ^ Ford's Mulally Testifies to Senate on November 18, 2008.  Retrieved November 30, 2013.

34. ^ "Ford Exec: 'We Are Sensitive To Public Opinion'" [↗](#). *NPR.org*. November 25, 2008. Retrieved February 25, 2013.
35. ^ "Detroit Chiefs Plead for Aid" [↗](#). *The New York Times*. November 18, 2008. Retrieved November 21, 2008.
36. ^ Herszenhorn, David M.; Sanger, David E. (December 19, 2008). "Bush offers emergency loans up to \$17.4 billion to GM and Chrysler" [↗](#). *The New York Times*. Arthur Ochs Sulzberger, Jr., The New York Times Company. Retrieved December 30, 2015.
37. ^ Karen Brettell (December 19, 2008). "GM, Ford default swaps fall on Bush bailout plan" [↗](#). *Reuters*.
38. ^ Dolan, Matthew D., and John D. Stoll (April 7, 2009). "Ford Trims Debt 28%" [↗](#). *The Wall Street Journal*. Retrieved July 23, 2009.
39. ^ Bunkley, Nick (January 28, 2010). "Ford Profit Comes as Toyota Hits a Bump" [↗](#). *The New York Times*. Retrieved February 2, 2010.
40. ^ Bomey, Nathan. "The Blue Oval is Ford's again as credit upgrade frees automaker's assets from mortgage" [↗](#). *Detroit Free Press*.
41. ^ Prasad, Sakthi (October 29, 2012). "Ford to sell climate control business to Detroit Thermal Systems" [↗](#). *Reuters*.
42. ^ "Ford's Mulally Stays Through 2014, Fields Is COO" [↗](#). *The New York Times*.
43. ^ Durbin, Dee-Ann; Krisher, Tom (January 8, 2014). "Mulally puts the focus back on Ford's cars, trucks" [↗](#). *ap.org*. Retrieved January 8, 2014.
44. ^ "Ford cancels Mexico plant. Will create 700 U.S. jobs in 'vote of confidence' in Trump" [↗](#). *FOX2now*. US. January 3, 2017. Retrieved January 3, 2017.
45. ^ Higgins, Tim (February 10, 2017). *Ford Acquires Majority Ownership of Self-Driving Car Startup Argo AI* [↗](#), New York City: *The Wall Street Journal*, retrieved February 12, 2017
46. ^ Martinez, Michael (May 17, 2017). "Ford to cut 1,400 salaried jobs in North America, Asia" [↗](#). *Automotive News*. Retrieved May 17, 2017.
47. ^ Bomey, Nathan (May 17, 2017). "Ford to slash 10% of salaried jobs in North America, Asia" [↗](#). *USA Today*. Retrieved May 17, 2017.
48. ^ "Who is Jim Hackett, Ford's new CEO" [↗](#). *USA TODAY*. Retrieved May 22, 2017.
49. ^ Stoll, John D. "Ford to replace CEO Mark Fields with Jim Hackett" [↗](#). *MarketWatch*. Retrieved May 22, 2017.
50. ^ "Members of the Board" [↗](#) (Press release). Ford Motor Company. Retrieved May 22, 2017.
51. ^ Durbin, Dee Ann and Tom Kirshner (January 28, 2011). "Ford 2010 profit highest in a decade as sales rise" [↗](#). Bloomberg Business Week. Retrieved January 30, 2011.
52. ^ "Ford Motor Company / 2009 Annual Report, Operating Highlights" [↗](#) (PDF). Archived from the original [↗](#) (PDF) on December 14, 2010. Retrieved September 19, 2010.
53. ^ Matt Krantz (March 30, 2011). "As gas prices rise, is Ford stock still a good bet?" [↗](#). *USA Today*.
54. ^ Martinez, Michael (October 29, 2017). "The truck that built Ford" [↗](#). *Automotive News*. Retrieved October 31, 2017.
55. ^ "Ford Commits \$75 Million For India Operations" [↗](#). Expansionmanagement.com. Retrieved September 19, 2010.
56. ^ "Ford India Private Ltd, Ford Cars India, Ford Motors India, Ford Fiesta India, Ford in India" [↗](#). Business.mapsofindia.com. Retrieved September 19, 2010.
57. ^ "As Companies Seek Tax Deals, Governments Pay High Price" [↗](#). *The New York Times*. December 1, 2012. Retrieved May 29, 2016.
58. ^ "UNITED STATES OF SUBSIDIES, Ford" [↗](#). *The New York Times*. December 1, 2012. Retrieved May 29, 2016.
59. ^ Neal E. Boudette and Sharon Terlep (June 14, 2010). "Auto-Sales Optimism Fades" [↗](#). *The Wall Street Journal*.

60. [▲] Chris Isidore (June 2, 2010). "GM, Ford sales gains outpace Toyota" [🔗](#). CNNMoney.com.
61. [▲] Jesse Snyder (August 9, 2010). "Fleets fuel surge at GM, Chrysler" [🔗](#). Automotive News.
62. [▲] "Back to the future for Ford" [🔗](#). The Engineer. October 26, 2007. Retrieved February 28, 2012.
63. [▲] "Ford to build low capacity car engines at hotnews.ro" [🔗](#). English.hotnews.ro. Retrieved September 19, 2010.
64. [▲] "Union: Ford to Close Belgian Plant in 2014" [🔗](#). The New York Times. October 24, 2012.
65. [▲] Naughton, Keith (April 15, 2013). "Ford Outsell Toyota in China as \$4.9 Billion Bet Pays" [🔗](#). Bloomberg.
66. [▲] "About Ford Thailand" [🔗](#). Ford.co.th. Archived from the original [🔗](#) on July 27, 2011. Retrieved September 19, 2010.
67. [▲] Maierbrugger, Arno (May 1, 2013). "Ford rolls into Myanmar's car market" [🔗](#). Inside Investor. Retrieved July 12, 2013.
68. [▲] "Kia Motors Corporation History" [🔗](#). Funding Universe. Retrieved July 13, 2012.
69. [▲] "Kia Motors Corporation" [🔗](#). Hoovers.com. October 21, 2010. Retrieved April 24, 2011.
70. [▲] "Ford South Korea" [🔗](#) (in Korean). June 5, 2017. Retrieved July 31, 2017.
71. [▲] "Ford launches Figo compact, hopes for cool entry into India's hot auto market" [🔗](#). Guelph Mercury. Donna Luelo, Metroland Media Group. March 9, 2010. Retrieved December 30, 2015.
72. [▲] "Ford Announces Manufacturing and Engine Plant in Gujarat, India" [🔗](#). July 28, 2011.
73. [▲] "Ford Motor Company: Global Websites" [🔗](#). Archived from the original [🔗](#) on January 18, 2006.
74. [▲] Tignor, Robert, L. (Summer 1990). "In The Grip Of Politics: The Ford Motor Company Of Egypt, 1945–1960". *Middle East Journal*. 44 (3): 383–398. JSTOR 4328139 [🔗](#).
75. [▲] "Al Jazirah Vehicles Hits 100,000 Mark with Ford and Lincoln in Saudi Arabia" [🔗](#). Archived from the original [🔗](#) on May 3, 2006.
76. [▲] Moseley, Ray (October 25, 1985). "South Africa's Shrinking Auto Industry" [🔗](#). Chicago Tribune. Retrieved October 14, 2016.
77. [▲] Vartabedian, Ralph; Parks, Michael (June 15, 1987). "Ford Discussing Plans to Divest in South Africa : Firm Would Give 24% Stake to Workers, But Maintain a Presence" [🔗](#). Los Angeles Times. Retrieved October 14, 2016.
78. [▲] "Samcor" [🔗](#). Financial Mail. 104 (5–9). South Africa. 1987. p. 221.
79. [▲] Reuvid, Jonathan; Page, Kogan (1995). *Doing Business in South Africa* [🔗](#). p. 270.
80. [▲] Kuswaraharja, Dadan (January 25, 2016). "Ford Mundur dari Indonesia" [🔗](#) [Ford backwards from Indonesia]. DetikOto (in Indonesian). detikcom. Retrieved January 27, 2016.
81. [▲] "Ford's System of Branch Assembly Plants" [🔗](#). Ford Motor Company History. August 22, 2007. Retrieved July 31, 2017.
82. [▲] "Automotive Intelligence" [🔗](#). Autointell.com. Retrieved August 16, 2013.
83. [▲] Gremmel, Hans (August 24, 2015). "How Ford's partnership with Mazda unraveled" [🔗](#). Automotive News. Retrieved July 26, 2016.
84. [▲] Schmitt, Bertel (January 26, 2016). "It's Ford's Fault That It Couldn't Compete In Japan" [🔗](#). Forbes. Retrieved July 26, 2016.
85. [▲] "Ford to exit Japan, citing its 'closed' market" [🔗](#). The Japan Times. January 26, 2016. Retrieved July 26, 2016.
86. [▲] "Kia soars ahead of the others" [🔗](#). The New Zealand Herald. September 20, 2006.
87. [▲] Australia Welcomes The 'new' Migrants [🔗](#), The Age, June 16, 1986, page 43
88. [▲] de Fraga, Christopher (June 1, 1984). "Family tree bears fruit" [🔗](#). The Age. p. 18. Retrieved September 8, 2016.
89. [▲] Remy Davison (May 24, 2013). "Ford's exit spells the end of the road for

manufacturing ⁴. The Conversation Australia. The Conversation Media Group. Retrieved May 26, 2013.

90. ⁴ "Ford To Expand Lincoln Lineup and Brand Emphasis; Mercury Production Ends In Fourth Quarter of 2010" ⁵ (Press release). Ford Motor Company. June 2, 2010.
91. ⁴ "Ford Announces Agreement to Sell Aston Martin" ⁶ (Press release). Ford Motor Company. March 12, 2007. Archived from the original ⁷ on April 10, 2013. Retrieved February 6, 2013.
92. ⁴ Bunkley, Nick (March 12, 2007). "Ford sells Aston Martin unit" ⁸. *The New York Times*. Retrieved February 6, 2013.
93. ⁴ Lee, Steven (November 12, 2012). "Aston Martin main owner is looking for buyers" ⁹. *Daily Press*. Retrieved February 6, 2013.
94. ⁴ "AB Volvo – press release" ¹⁰. *Cision*. January 28, 1999.
95. ⁴ "Ford to Sell 20% Stake in Mazda" ¹¹. Agence France-Presse. 18 November 2008. Retrieved 15 April 2018.
96. ⁴ "Ford to Change Stake in Mazda" ¹². Ford Motor Company. November 18, 2010. Retrieved March 9, 2011.
97. ⁴ "Automaker tie-ups: Ford sells remaining stake in Mazda" ¹³. *Nikkei Asian Review*. November 14, 2015. Retrieved February 25, 2017.
98. ⁴ "Ford will only sell two kinds of cars in America" ¹⁴. *The Verge*. Retrieved 2018-04-26.
99. ⁴ Kent, Gordon (June 1986). "Intertruck: Britain". *TRUCK*. London, UK: FF Publishing Ltd: 39.
100. ⁴ "Daimler Trucks North America Plans Decisive Response to Changed Economic Environment" ¹⁵. Retrieved June 18, 2009.
101. ⁴ ^{a b} "Ford, Navistar join Forces to create Blue Diamond Truck Company" ¹⁶ (Press release). Ford Motor Company. August 7, 2001. Retrieved February 4, 2010.
102. ⁴ Rick Weber (November 2004). "Ford enters LCF commercial market" ¹⁷. *Trailer Body Builders.com*. Penton Media, Inc. Retrieved February 4, 2011.
103. ⁴ Rick Weber. "LCF Update 2009" ¹⁸. *Fordtrucksonline*. HDG/Battlefield Ford. Archived from the original ¹⁹ on December 26, 2010. Retrieved February 4, 2011.
104. ⁴ "Medium Duty" ²⁰. *Ford Commercial Truck*. Ford Motor Company. Retrieved February 4, 2011.
105. ⁴ Ford UK Commercial Vehicles. ²¹ ford.co.uk. Retrieved June 9, 2010.
106. ⁴ "Ford Buses". *Motor Coach Age*. Motor Bus Society. 45 (3–4): 24–31. March–April 1992. ISSN 0739-117X ²².
107. ⁴ ^{a b} HBCraig,II (September 9, 1945). "Bus Photos 1940's – Pg.1" ²³. Detroit Transit History.info. Retrieved January 27, 2012.
108. ⁴ Ford UK Minibus. ²⁴ Archived ²⁵ May 10, 2010, at the Wayback Machine. ford.co.uk. Retrieved June 9, 2010.
109. ⁴ Held, Scott (June 16, 2013). "Biffle emerges late, lands Michigan victory" ²⁶. *NASCAR*. Retrieved June 16, 2013.
110. ⁴ Moffitt, Alastair (November 15, 2004). "Red Bull give Jaguar F1 wings" ²⁷. London: Red Bull give Jaguar F1 wings. Archived from the original ²⁸ on May 27, 2007.
111. ⁴ Graham, Neale (November 20, 2006). "Rallying: Gronholm victory delivers manufacturers' title to Ford" ²⁹. *The Independent*. London. Archived from the original ³⁰ on December 20, 2007. Retrieved May 2, 2010.
112. ⁴ "Statistics – Longest make points finish streaks" ³¹. juwra.com. Retrieved September 30, 2010.
113. ⁴ Joseph, Noah (November 9, 2015). "Ford Performance and Michelin sign performance tire deal" ³². *Autoblog*. Retrieved December 14, 2015.
114. ⁴ "Alternative Power: Michigan sets sights on ethanol to become an energy hotbed" ³³.

Archived from the original [on September 5, 2006](#).

115. ^ Zaun, Todd (March 10, 2004). "Ford to Use Toyota's Hybrid Technology – The New York Times" [. The New York Times](#). Retrieved August 1, 2009.
116. ^ Takahashi, Yoshio (March 9, 2004). "Toyota to License Hybrid Patents For Use by Ford" [. The Wall Street Journal](#). Retrieved August 1, 2009.
117. ^ Eldridge, Earle (March 9, 2004). "Ford borrows from Toyota's blueprints for new hybrid Escape" [. USA Today](#). Retrieved August 1, 2009.
118. ^ "Ford Develops World's First Ethanol-Fueled Hybrid Marrying Two Gasoline-Saving Technologies" [. Archived from the original \[on February 4, 2006\]\(#\)](#).
119. ^ Vanzieleghem, Bruno (June 29, 2006). "Bill Ford eats his words: No 250,000 hybrids a year by 2010" [. autoblog.com](#). Retrieved August 27, 2009.
120. ^ "EERE News: DOE to Award \$30 Million for Plug-In Hybrid Electric Vehicle Demonstrations" [. Apps1.eere.energy.gov](#). June 12, 2008. Retrieved June 18, 2009.
121. ^ "US Hybrid Sales in March 2009 Down 44% Year-on-Year; Monthly New Vehicle Market Share of 2.5%" [. Green Car Congress](#). April 3, 2009. Retrieved June 6, 2009.
122. ^ a b Will Nichols (June 25, 2012). "Ford tips hybrids to overshadow electric cars" [. Business Green](#). Retrieved October 16, 2012. *By June 2012 Ford had sold 200,000 full hybrids in the US since 2004*.
123. ^ a b c d Jeff Cobb (January 8, 2013). "December 2012 Dashboard" [. HybridCars.com and Baum & Associates](#). Retrieved February 9, 2013. *See the section: December 2012 Plug-in Electric Car Sales Numbers*
124. ^ a b c d e Jeff Cobb (January 6, 2014). "December 2013 Dashboard" [. HybridCars.com and Baum & Associates](#). Retrieved January 7, 2014.
125. ^ a b c Jeff Cobb (October 2, 2014). "September 2014 Dashboard" [. HybridCars.com and Baum & Associates](#). Retrieved October 5, 2014.
126. ^ "December 2011 Dashboard: Sales Still Climbing" [. HybridCARS.com](#). January 9, 2012. Archived from the original [on January 12, 2012](#). Retrieved January 10, 2012.
127. ^ "Alternative Fuel Vehicles (AFVs) and Hybrid Electric Vehicles (HEVs): Trend of sales by HEV models from 1999–2010" [. Alternative Fuels and Advanced Vehicle Data Center \(U.S. DoE\)](#). Retrieved March 5, 2011. *Click and open the Excel file for sales detail by year for each model – Sales 1999–2010*
128. ^ Philippe Crowe (November 28, 2014). "Ford Mondeo Hybrid Now In EU Production" [. HybridCars.com](#). Retrieved November 30, 2014.
129. ^ "Ford CEO Mullaly expects "major portion" of Fords will be electric within a decade" [. autoblog.com](#). Retrieved September 30, 2010.
130. ^ "EERE News: Chrysler, Ford, and Other Automakers Pursue Electric Vehicles" [. Apps1.eere.energy.gov](#). January 14, 2009. Retrieved June 18, 2009.
131. ^ Sam Abuelsamid (November 11, 2015). "Ford On Pace To Sell 1 Million EcoBoost Engines In U.S. In 2015" [. Forbes](#). Retrieved November 20, 2015.
132. ^ Lydersen, Kari. "Activists Deride Ford over Fuel Inefficiency, ?Greenwashing? – The NewStandard" [. Newstandardnews.net](#). Retrieved September 30, 2010.
133. ^ Dixon, Lloyd; Isaac Porche; Jonathan Kulick (2002). *Driving Emissions to Zero: Are the Benefits of California's Zero Emission Vehicle Program Worth the Costs?*  (PDF). Rand Corporation. ISBN 0-8330-3212-7. Retrieved April 4, 2010. *See Appendix E: Table E.1, pp. 124*
134. ^ a b Sherry Boschert (2006). *Plug-in Hybrids: The Cars that will Recharge America*. New Society Publishers, Gabriola Island, Canada. ISBN 978-0-86571-571-4.
135. ^ "THINK Again: Ford Does a U-Turn" [. Greenpeace](#). September 17, 2004. Archived from the original [on June 9, 2006](#). Retrieved June 18, 2006.
136. ^ "China, Europe drive shift to electric cars - EvoNews" [. January 15, 2017](#).

137. [▲] Matthew Dolan (September 24, 2010). "Ford Works with Manufacturer for New Electric Van" [🔗](#). *The Wall Street Journal*. Retrieved November 1, 2011.
138. ^{▲ a b} EPA. "Compare side-by-side: 2012 Azure Dynamics Transit Connect Electric Van" [🔗](#). US Environmental Protection Agency. Retrieved October 5, 2014.
139. [▲] Nick Bunkley (December 7, 2010). "Ford Starts to Ship an Electric Delivery Van" [🔗](#). *New York Times*. Retrieved December 10, 2010.
140. [▲] Sebastian Blanco (March 28, 2012). "Azure halts Ford Transit Connect Electric production, Ford still confident in EV program" [🔗](#). Autoblog Green. Retrieved March 28, 2012.
141. [▲] John Voelcker (October 17, 2012). "Nissan e-NV200: Driving Nissan's Prototype Electric Minivan" [🔗](#). Green Car Reports. Retrieved October 19, 2012.
142. [▲] "This page is available to GlobePlus subscribers" [🔗](#). *The Globe and Mail*. Toronto. Archived from the original [🔗](#) on September 25, 2013. Retrieved June 18, 2009.
143. [▲] "More details emerge on Ford's upcoming electric compact – MotorAuthority – Car news, reviews, spy shots" [🔗](#). MotorAuthority. Retrieved June 18, 2009.
144. [▲] U. S. Environmental Protection Agency and U.S. Department of Energy (March 12, 2014). "2012/2013/2014 Ford Focus Electric" [🔗](#). Fueleconomy.gov. Retrieved March 14, 2014.
145. [▲] "Chevy Volt continues to lead plug-in sales in US in July" [🔗](#). Green Car Congress. August 3, 2012. Retrieved August 4, 2012. *8 units were delivered in December 2011.*
146. ^{▲ a b c} U. S. Environmental Protection Agency and U.S. Department of Energy (June 12, 2014). "Compare Side-by-Side – 2013/14 Ford C-Max Plug-in Hybrid and 2013/14 Ford Fusion Plug-in Hybrid" [🔗](#). Fueleconomy.gov. Retrieved June 12, 2014.
147. ^{▲ a b} Jeff Cobb (January 6, 2015). "December 2014 Dashboard" [🔗](#). HybridCars.com and Baum & Associates. Retrieved February 7, 2015.
148. ^{▲ a b} Cobb, Jeff (January 6, 2016). "December 2015 Dashboard" [🔗](#). HybridCars.com and Baum & Associates. Retrieved March 19, 2016.
149. ^{▲ a b} Cobb, Jeff (January 5, 2017). "December 2016 Dashboard" [🔗](#). HybridCars.com and Baum & Associates. Retrieved February 20, 2017.
150. [▲] Jesse Sears (February 27, 2013). "2013 Ford Fusion Energi: Fuel Economy, Pricing and Release Date" [🔗](#). Cars Direc. Archived from the original [🔗](#) on March 5, 2013. Retrieved March 3, 2013.
151. [▲] Jay Cole (March 3, 2013). "February 2013 Plug-In Electric Vehicle Sales Report Card" [🔗](#). Inside EVs. Archived from the original [🔗](#) on March 4, 2013. Retrieved March 4, 2013.
152. [▲] Bunkley, Nick (April 28, 2016). "Ford plans EV to compete with Chevy Bolt, Tesla Model 3, Fields confirms" [🔗](#). *Automotive News*. US. Retrieved April 30, 2016.
153. [▲] Randall, Tom (March 30, 2016). "Elon Musk wanted to name his Model 3 Model E so Tesla's brands would spell SEX. This and other secrets about his newest car" [🔗](#). Bloomberg News. Retrieved April 30, 2016.
154. [▲] "Ford Creates Team Edison to Accelerate Its Efforts in Electric Vehicles" [🔗](#). Forbes.
155. [▲] <https://gas2.org/2017/10/02/team-edison-fords-answer-tesla/> [🔗](#)
156. [▲] Hoffman, Bryce G (July 18, 2006). "Ford to produce 'green' buses" [🔗](#). The Detroit News.
157. [▲] "Ford Fiesta ECOneric – UK's greenest car" [🔗](#). AutoTrader.co.uk. July 23, 2008. Retrieved April 13, 2011.
158. [▲] "Ford Focus ECOneric: 80mpg" [🔗](#). AutoTrader.co.uk. April 7, 2011. Retrieved April 13, 2011.
159. [▲] Kiley, David (September 4, 2008). "The 65 mpg Ford the U.S. Can't Have" [🔗](#). *Business Week*. Retrieved May 9, 2009.
160. [▲] "INSPIRING INNOVATION: 100 YEARS LATER, GLOBAL STUDENTS CREATE 21ST CENTURY MODEL T CONCEPTS, Ford Motor Company Newsroom" [🔗](#). Media.ford.com. October 1, 2008. Archived from the original [🔗](#) on February 16, 2009. Retrieved June 18.

2009.

161. [▲] "Details Revealed on Postmodern 2015 Ford Model T and Model T2"  Edmunds.com. October 1, 2008. Retrieved June 18, 2009.
162. [▲] "Ford Commits to Major SUV Fuel Economy Gains"  Prnewswire.com. July 27, 2000. Retrieved September 30, 2010.
163. [▲] Koenig, Bill (April 9, 2008). " "Ford to Cut New-Car Greenhouse Emissions 30% by 2020" April 9, 2008 Bloomberg.com May 1, 2008"  Bloomberg. Retrieved September 30, 2010.
164. [▲] "Center for Public Integrity"  Publicintegrity.org. Archived from the original  on June 22, 2008. Retrieved September 30, 2010.
165. [▲] "About Ford"  Ford Motor Company. Archived from the original  on March 9, 2008. Retrieved May 1, 2008.
166. [▲] "Ford Motor rolls out PC power management"  NewStatesman. March 24, 2010. Retrieved March 24, 2010.
167. [▲] Kim, Soyoung (April 9, 2009). "Ford gets \$22.5 million in NCAA Final Four exposure"  Reuters. Retrieved May 25, 2012.
168. [▲] John Reynolds (May 24, 2013). "We never expected to be Champions League sponsor for 21 years' says Ford marketer"  Marketing Magazine. Haymarket. Retrieved October 21, 2013.
169. [▲] "Total Vehicle Sales"  FRED. Federal Reserve Bank of St. Louis. July 5, 2016. Retrieved July 26, 2016.
170. [▲] "Ford Reports Detailed Sales Results"  January 6, 1999. Retrieved June 17, 2015.
171. [▲] "Ford Motor Company Tops December and Full Year U.S. Sales Records"  PRNewswire. January 5, 2000. Retrieved June 17, 2015.
172. [▲] "Ford Motor Company Sets New Full Year U.S. Sales Record"  Theautochannel.com. January 3, 2001. Retrieved April 28, 2009.
173. [▲] "Ford's F-Series Truck Caps 22nd Year in a Row as America's Best-Selling Vehicle With a December Sales Record"  Theautochannel.com. November 17, 2004. Retrieved April 28, 2009.
174. [▲] "Ford Achieves First Car Sales Increase Since 1999"  Theautochannel.com. November 17, 2004. Retrieved April 28, 2009.
175. [▲] "Ford Motor Company 2007 sales"  (Press release). January 3, 2008. Archived from the original  on February 12, 2009.
176. [▲] "F-Series drives ford to higher market share for third consecutive month"  (PDF) (Press release). USA: Ford. January 5, 2009. Archived from the original  (PDF) on February 6, 2009. Retrieved May 14, 2009.
177. [▲] "FORD CAPS 2009 WITH 33 PERCENT SALES INCREASE, FIRST FULL-YEAR MARKET SHARE GAIN SINCE 1995, Ford Motor Company Newsroom"  USA: Ford. January 5, 2010. Archived from the original  on August 26, 2010. Retrieved September 30, 2010.
178. [▲] "FORD'S 2010 SALES UP 19 PERCENT – LARGEST INCREASE OF ANY FULL-LINE AUTOMAKER; FOUNDATION SET FOR GROWTH IN 2011 | Ford Motor Company Newsroom"  USA: Ford. January 4, 2011. Archived from the original  on September 2, 2011. Retrieved January 27, 2012.
179. [▲] "Auto Sales - Markets Data Center - WSJ.com"  Online.wsj.com. Retrieved January 27, 2012.
180. [▲] "December 2012 Sales"  (PDF) (Press release). USA: Ford. January 3, 2013. Archived from the original  (PDF) on January 23, 2013. Retrieved March 2, 2013.
181. [▲] "Ford Motor Company Delivers Best Sales Year Since 2006; Ford Is Top Brand with Records for Fiesta, Fusion, Escape"  (Press release). USA: Ford. January 3, 2014. Retrieved January 10, 2014.

Further reading

- Bak, Richard. *Henry and Edsel: The Creation of the Ford Empire* (2003)
- Bardou; Jean-Pierre, Jean-Jacques Chanaron, Patrick Fridenson, and James M. Laux. *The Automobile Revolution: The Impact of an Industry* University of North Carolina Press, 1982
- Batchelor, Ray. *Henry Ford: Mass Production, Modernism and Design* Manchester U. Press, 1994
- Bonin, Huber et al. *Ford, 1902–2003: The European History* 2 vol Paris 2003. **ISBN 2-914369-06-9** scholarly essays in English on Ford operations in Europe; reviewed in Len Holden, Len. "Fording the Atlantic: Ford and Fordism in Europe" in *Business History* Volume 47, #January 1, 2005 pp 122–127
- Bowman, Timothy J. *Spirituality at Work: An Exploratory Sociological Investigation of the Ford Motor Company*. London School of Economics and Political Science, 2004 
- Brinkley, Douglas G. *Wheels for the World: Henry Ford, His Company, and a Century of Progress* (2003)
- Brinkley, Douglas. "Prime Mover". *American Heritage* 2003 54(3): 44–53. on Model T
- Bryan, Ford R. *Henry's Lieutenants*, 1993; **ISBN 0-8143-2428-2**
- Bucci, Federico. *Albert Kahn: Architect of Ford* Princeton Architectural Press, 1993
- Cabadas, Joseph P. *River Rouge: Ford's Industrial Colossus* (2004), heavily illustrated
- Dempsey, Mary A. "Fordlandia" *Michigan History* 1994 78(4): 24–33. Ford's rubber plantation in Brazil
- Flink, James. *America Adopts the Automobile, 1895–1910* MIT Press, 1970
- Foster, Mark S. "The Model T, The Hard Sell, and Los Angeles Urban Growth: The Decentralization of Los Angeles During the 1920s." *Pacific Historical Review* 44.4 (November 1975): 459–84
- David Halberstam, *The Reckoning* (1986) detailed reporting on the crises of 1973-mid-1980s
- Iacocca, Lee and William Novak. *Iacocca: An Autobiography* (1984)
- Jacobson, D. S. "The Political Economy of Industrial Location: the Ford Motor Company at Cork 1912–26." *Irish Economic and Social History [Ireland]* 1977 4: 36–55. Ford and Irish politics
- Lacey, Robert "Ford: The Men and the Machine" (Heinemann, London) 0 414 401027 (1986)
- Levinson, William A. *Henry Ford's Lean Vision: Enduring Principles from the First Ford Motor Plant*, 2002; **ISBN 1-56327-260-1**
- Kuhn, Arthur J. *GM Passes Ford, 1918–1938: Designing the General Motors Performance-Control System*. Pennsylvania State University Press, 1986
- Magee, David. *Ford Tough: Bill Ford and the Battle to Rebuild America's Automaker* (2004)
- Maxton, Graeme P. and John Wormald, *Time for a Model Change: Re-engineering the Global Automotive Industry* (2004)
- May, George S. *A Most Unique Machine: The Michigan Origins of the American Automobile Industry* Eerdman's, 1975
- Maynard, Micheline. *The End of Detroit: How the Big Three Lost Their Grip on the American Car Market* (2003)
- McIntyre, Stephen L. "The Failure of Fordism: Reform of the Automobile Repair Industry, 1913–1940: *Technology and Culture* 2000 41(2): 269–299. repair shops rejected flat rates
- Nevins, Allan; Frank Ernest Hill (1954). *Ford: The Times, The Man, The Company*. New York: Charles Scribners' Sons.
- Nevins, Allan; Frank Ernest Hill (1957). *Ford: Expansion and Challenge, 1915–1933*. New York: Charles Scribners' Sons

- Nevins, Allan; Frank Ernest Hill (1962). *Ford: Decline and Rebirth, 1933–1962*. New York: Charles Scribner's Sons.
- Rubenstein, James M. *The Changing U.S. Auto Industry: A Geographical Analysis* Routledge, 1992
- Shiomi, Haruhito and Kazuo Wada. *Fordism Transformed: The Development of Production Methods in the Automobile Industry* Oxford University Press, 1995
- Sorensen, Charles E.; with Williamson, Samuel T. (1956), *My Forty Years with Ford*, New York, New York, USA: Norton, LCCN 56010854. Various republications, including ISBN 9780814332795.
- Studer-Noguez; Isabel. *Ford and the Global Strategies of Multinationals: The North American Auto Industry* Routledge, 2002
- Tedlow, Richard S. "The Struggle for Dominance in the Automobile Market: the Early Years of Ford and General Motors" *Business and Economic History* 1988 17: 49–62. Ford stressed low price based on efficient factories but GM did better in oligopolistic competition by including investment in manufacturing, marketing, and management
- Thomas, Robert Paul. "The Automobile Industry and its Tycoon" *Explorations in Entrepreneurial History* 1969 6(2): 139–157. argues Ford did NOT have much influence on US industry
- Watts, Steven. *The People's Tycoon: Henry Ford and the American Century* (2005)
- Wik, Reynold M. *Henry Ford and Grass-Roots America*. University of Michigan Press, 1972. impact on farmers
- Wilkins, Mira and Frank Ernest Hill, *American Business Abroad: Ford on Six Continents* Wayne State University Press, 1964
- Williams, Karel, Colin Haslam and John Williams, "Ford versus 'Fordism': The Beginning of

External links

- Official gateway to global websites
- Ford Motor Company companies grouped at OpenCorporates
- Business data for Ford Motor Company: Google Finance · Yahoo! Finance · Reuters · SEC filings



Wikimedia Commons has media related to [Ford Motor Company](#).

v · t · e		
Marques	Current	Ford · Lincoln · Troller
	Discontinued	Continental · Edsel · Mercury · Merkur · Meteor · Monarch · FPV
	Former	Aston Martin · Daimler · Jaguar · Lagonda · Land Rover · Th!nk
Divisions and subsidiaries	Current	Automotive Components Holdings · Chariot · Ford of Argentina · Ford Motor Company Philippines · Ford Motor Credit Company
	Discontinued	Ford of Australia (FPV) · Ford of Russia · Ford SAF · Lincoln-Mercury
	Former	Aston Martin Lagonda · Cosworth · Ford Aerospace · Hertz Corporation
Joint ventures and shareholdings	Current	Aston Martin Lagonda (8%) · AutoAlliance International (50%) · (50%) · Jiangling Motors (49%)
	Defunct	Autolatina · Ford Union · Matford · Mazda · Samcor
Facilities and products	Engines · Factories · Platforms · Proving grounds · Transmissions · Vehicles	

People	Designers · Ford Family · Henry Ford (Founder) · William Clay Ford Jr. (Executive Chair)
Other	Big Three · <i>Dodge v. Ford Motor Co.</i> · <i>Grimshaw v. Ford Motor Co.</i> · Fordlândia · <i>The</i>

v·t·e	
Current production models	Cars
	Pickup Trucks
	SUVs/Crossovers
	Vans
	Commercial Trucks
Former production models <i>(by date of introduction)</i>	1900s
	1910s–1920s
	1930s–1940s
	1950s
	1960s
	1970s
	1980s
	1990s
	2000s
	2010s
Other	Concept vehicles · List of Mercury vehicles · List of Lincoln vehicles · Tractors · Trucks

v·t·e	
Active	Blue Bird Corporation · Daimler (Setra · Thomas Built Buses) · DINA S.A. · Environmental Perfo Lion Bus · Millennium Transit Services · New Flyer Industries (Motor Coach Industries) · New Fly Volvo Buses (Nova Bus · Prevost)
Defunct	ACF-Brill · Aerocoach · AM General · AmTran · Beck · Canadian Car and Foundry · Carpenter B General Motors Diesel Division (GM Coach) · GM Truck and Coach Division · Goshen Coach · Optima Bus Corporation · Orion International · Pullman-Standard · St. Louis Car Company · Sup White Motor Company · Yellow Coach Manufacturing Company

(1) Although New Flyer is C

(2)Former

v·t·e		Ford Motor Co.												
Type	Chassis	1900s									1910s			
		3	4	5	6	7	8	9	0	1	2	3	4	
Runabout	Model A	Various												
Touring	Model AC													
	Model C													
	Model B	Model F												
Full-size					Model K									
					Model N									
					Model R									
Pickup Truck		Model S												

Bus																		
v·t·e	« previous																	
Type	1940s				1950s													
	6	7	8	9	0	1	2	3	4	5	6	7						
Subcompact																		
Compact																		
Mid-size																		
Full-size	Deluxe	Ford	Deluxe	Mainline	Mainline	Custo												
	Super Deluxe	Custom Deluxe		Customline	Customline	Custom												
			Crestline	Fairlane	Fa													
							Parklane	Del R										
Station wagon				Ranch Wagon	Ranch W													
				Country Sedan	Country S													
				Country Squire	Country S													
Personal luxury																		
Sports																		
v·t·e	« previous																	
Type	1980s																	
	0	1	2	3	4	5	6	7	8	9	0	1						
Subcompact	Fiesta							Festiva										
Compact	Pinto	Escort																
		Fairmont						Tempo			Tempo							
	Granada																	
Mid-size		Granada	LTD															
									Taurus									
Full-size	LTD			LTD Crown Victoria														
	Country Squire																	
Personal luxury	Thunderbird			Thunderbird														
				EXP			EXP			Probe								

Sport compact

Sports car

Supercar

Mustang

v·t·e

« previous — Ford Motor

Type

1940s

1950s

6 7 8 9 0 1 2 3 4 5

SUV

Coupé utility

Compact pickup

Full-size pickup

Standard/
Deluxe

F-Series

F-Series

Van

v·t·e

« previous — Ford Motor

Type

1980s

0 1 2 3 4 5 6 7 8 9 0 1 2

Subcompact

Compact

Mid-size

Full-size

Compact

Mid-size

Full-size

Bronco II

Ex

Bronco

Bronco

Coupé utility

Durango

Compact

Mid-size

Ranger

Full-size

F-Series (all)

F-Series (all)

Compact MPV

Minivan

Aerostar

Full-size

Econoline

v·t·e

« previous — Ford Motor

Type

1940s

6 7 8 9 0 1 2 3 4

Medium-Duty		F-4/F-5/F-6/F-7/F-8	F-500/F-600/F-
Conventional			F-Series "Big Job"
Cab-over (COE)			
Bus	Transit Bus	B-Series	B-Seri

v. t. e

Ford Motor Co

v. t. e

[« previous](#)

	Transit II	
Pick-up		
Note	Only models shown	

v·t·e

Type	1980s										0	1
	0	1	2	3	4	5	6	7	8	9		
City												
Subcompact												
Compact	Escort	Laser			Laser							
		Meteor										
Mid-size	Cortina				Telstar							Corsair
Full-size	Falcon / Fairmont											
	Fairlane / LTD											
Sports												Capri
Utility	F-Series											
	Courier											Cougar
Van	Falcon Ute											
	Falcon Van											
		Spectron										
	Econovan											Econovan
Subcompact SUV	Transit											
Compact SUV												
Mid-size SUV												
		Bronco										Maverick

v·t·e

Type	1990s					0
	5	6	7	8	9	
Subcompact						
Small family car						
		Escort				
Large family car						
Mini SUV						
SUV						

v·t·e

Marque	1900s	1910s	1920s	1930s	1940s
Jaguar				SS Cars	
Daimler	Daimler		BSA		BSA
Lanchester		Lanchester			
Rover			Rover Company		
Land Rover					
Alvis					Alvis
Standard		Standard			
Triumph		Dawson		Triumph	
Riley			Riley		
MG				Morris Garages (MG)	
Morris			Morris		Morris
Wolseley		Wolseley			
Austin			Austin		
Vanden Plas		Vanden Plas			
Mini					
Princess					
Austin-Healey					
Marque	1900s	1910s	1920s	1930s	1940s

v·t·e					
Marque	1900s	1910s	1920s	1930s	1940s
Rolls-Royce		Rolls-Royce Limited			Rolls-Royce
Bentley			Bentley		
Armstrong Siddeley		Siddeley-Deasy	Armstrong Whitworth		Armstrong Siddeley
Aston Martin			Aston Martin		
Lagonda		Lagonda			
Jaguar				SS Cars	Jaguar
Daimler	Daimler	BSA			BSA
Lanchester		Lanchester			
Rover		Rover Company			Rover
Land Rover					
Alvis					Alvis
Standard		Standard			Standard
Triumph		Dawson	Triumph		
Riley		Riley			
MG			Morris Garages (MG)		Nuffield Organisation
Morris			Morris		Morris

Wolseley	Wolseley			Morris	
Austin	Austin			Austin	
Vanden Plas	Vanden Plas				
Mini					
Princess					
Austin-Healey					
Jensen				Austin	
Reliant					
Bond					
AC		Argyll			
Argyll	Argyll				
Bristol Cars					
Caterham					
Crossley	Crossley				
Dutton					
Ginetta					
Gordon-Keeble					
Jowett		Jowett			
Lea-Francis	Lea-Francis				
Lotus					
McLaren					
Marcos					
Morgan		Napier			
Napier	Napier				
Turner					
TVR					
Westfield					
GTM					
Vauxhall	Vauxhall Motors				
Vulcan	Vulcan				
Hillman		Hillman		Humber	
Humber	Humber				
Singer	Singer				
Sunbeam	Sunbeam		S.T.D. Motors		(as Rootes Sunbeam-Talbot) Rootes
Talbot	Talbot				
Marque	1900s	1910s	1920s	1930s	1940s

v·t·e

Life and history Ford Motor Company (History) · Model T · *The Dearborn Independent*

Residences Fair Lane · Edison and Ford Winter Estates

Family	William Ford (father) · Edsel Ford (son) · Henry Ford II (grandson) · William Clay Ford, Sr. (great-grandson) · Ford Motor Company (descendants)
Other	Fordism · Car Entrepreneur of the Century · The Henry Ford Museum and Greenfield Village · Ford Foundation · Ford Motor Company (subsidiaries)
v · t · e	
Houston Colt .45's (1962–1964)	Roy Hofheinz
Houston Astros (1965–present)	Roy Hofheinz · General Electric & Ford Motor Company · John McMullen

Categories: [Ford Motor Company](#) | [1903 establishments in Michigan](#)

[Automobile culture and history in Dearborn, Michigan](#) | [Bus manufacturers](#)

[Car manufacturers of the United States](#)

[Companies based in Wayne County, Michigan](#)

[Companies listed on the New York Stock Exchange](#)

[Defense companies of the United States](#) | [Electric vehicle manufacturers](#)

[Emergency services equipment makers](#) | [Lawn and garden tractors](#)

[Motor vehicle battery manufacturers](#)

[Motor vehicle manufacturers of the United States](#)

[Tractor manufacturers of the United States](#) | [Truck manufacturers](#)

[Diesel engine manufacturers](#) | [Vehicle manufacturing companies established in 1903](#)

[Motor vehicle engine manufacturers](#) | [Plug-in hybrid vehicle manufacturers](#)

[Car brands](#)

This page was last edited on 26 April 2018, at 10:44.

Text is available under the [Creative Commons Attribution-ShareAlike License](#); additional terms may apply. By using this site, you agree to the [Terms of Use](#) and [Privacy Policy](#). Wikipedia® is a registered trademark of the [Wikimedia Foundation, Inc.](#), a non-profit organization.

[Privacy policy](#) [About Wikipedia](#) [Disclaimers](#) [Contact Wikipedia](#) [Developers](#) [Cookie statement](#) [Mobile view](#)

